

CORE COMPREHENSIVE PLAN

DECEMBER 2022

SHAPE GREENSBURG
YOUR VOICE, YOUR VISION, YOUR CITY



GREENSBURG
PENNSYLVANIA

CITY OF GREENSBURG RESOLUTION NO. 2022-1344

APPROVING THE CITY OF GREENSBURG "SHAPE GREENSBURG" COMPREHENSIVE PLAN

WHEREAS, the City of Greensburg recognized the need to adopt an updated Comprehensive Plan to guide the planning efforts for the future of the City of Greensburg;

WHEREAS, City staff, officials, residents, consultants, and stake holders engaged in a multiyear effort to determine how the community wanted to see their City advance;

WHEREAS, those efforts resulted in the preparation of the Shape Greensburg Comprehensive Plan, and integral components plans, in compliance with all provisions of the Pennsylvania Municipalities Planning Code; and

WHEREAS, Council of the City of Greensburg desires to approve said Comprehensive Plan as the City of Greensburg "Shape Greensburg" Comprehensive Plan.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Greensburg, in regular meeting assembled and by authority of the same:


SECTION 1. That Council of the City of Greensburg hereby adopts and approves the Shape Greensburg Comprehensive Plan. A copy of said Comprehensive Plan shall be maintained in paper and digital form by the City of Greensburg Planning and Development Department. Said Plan shall be made available to the public at large.

SECTION 2. That Council of the City of Greensburg Conditionally adopts and approves the Shape Greensburg Comprehensive Plan supplemental component Comprehensive Recreation, Park, and Open Space plan, contingent upon compliance with all Department of Conservation and Natural Resources' review comments. Upon compliance with all Department of Conservation and Natural Resources' comments, said Plan shall be adopted and maintained in paper and digital form by the City of Greensburg Planning and Development Department. Said Plan shall be made available to the public at large.

SECTION 3. That the Mayor, Robert L. Bell, City Administrator and Secretary of Council, Kelsye A. Hantz, and the Director of Planning and Development, Jeffery Raykes, are hereby authorized to take any and all action, and to sign any and all documentation, to carry this Resolution and the complete Shape Greensburg Comprehensive Plan into full force and effect.

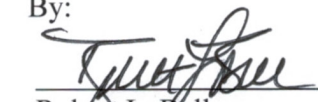
RESOLVED this 12th day of December, 2022.

Attest:


Kelsye A. Hantz
City Administrator and Secretary of Council

COUNCIL OF THE CITY OF GREENSBURG

By:


Robert L. Bell
Mayor and President of Council

Shape Greensburg was made possible by the collaborative efforts of many individuals across a diverse array of backgrounds and specialties. Planning efforts were guided by the Steering Committee and Planning Commission, Mayor and City Council, Project Workgroup, and Project Team. The content of this plan is shaped by the residents, businesses, and various stakeholder organizations that make up the Greensburg community.

STEERING COMMITTEE/PLANNING COMMISSION

Andrew Barnette, Planning Commission Member
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Bill Bretz, Hempfield Township/Planning Commission
Joshua Castanedas, Seton Hill University Student
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Carolyn Domasky, BHHS The Preferred Realty Realtor
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Precious Jackson, City Resident/University of Pittsburgh Greensburg Student
Carl Jones, Local Church Bishop
David Kahley, Planning Commission Chairperson
Mike Kaleina, City Resident/ADA Advocate
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Scott Koscho, Excella Health VP of Support Services
Anne Kraybill, Westmoreland Museum of American Art Director/CEO

Jennifer Lundy, Planning Commission Member/Seton Hill University
Lisa Marinelli-Metrosky, Planning Commission Member
Scott Maritzer, City Resident
Chris McDonough, REALTORS® Association of Westmoreland, Indiana & Mon Valley
Tom Medley, City Resident/Greensburg Business Owner
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Jack Munsch, Planning Commission Member
Kelsey Myers, St. Vincent/Student
George Obrien, Progressive Property Investments, LLC
Anna Peagler, REALTORS® Association of Westmoreland, Indiana & Mon Valley
Suzanne Printz, YMCA Chief Executive Director
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Nick Rullo, City of Greensburg Police Department
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Ben Thompson, City Resident/City Zoning Hearing Board
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MAYOR & CITY COUNCIL

Robert L. Bell, Mayor
Sheila M. Brumley, Councilwoman
Randal M. Finfrock, Councilman
Gregory Mertz, Councilman
Donnie Zappone Jr., Councilman

TABLE OF CONTENTS

ABOUT SHAPE GREENSBURG..... 4

Organization of Planning Efforts.....5

Neighborhood Focus7

Community Engagement.....8

What sets Greensburg apart? 12

FOCUS AREAS & ACTION PLAN14

Well Kept Neighborhoods 16

Great Parks for Everyone..... 22

A Vibrant Downtown..... 26

Safe and Convenient for Moving Around..... 34

Connected and Engaged Citizens..... 40

NEIGHBORHOOD SPOTLIGHT 45

North Greensburg 46

West Greensburg..... 48

East Greensburg 26

North Central Greensburg 34

Central Greensburg 40

ABOUT SHAPE GREENSBURG

Shape Greensburg is a multi-faceted comprehensive planning effort grounded in the values and priority topics identified by community members in order to guide the City’s future regarding the use and development of land and accommodation of City services.

What is a Comprehensive Plan?

A Comprehensive Plan, as formally enabled by the Commonwealth of Pennsylvania and the Municipalities Planning Code (MPC), outlines the foundational values and aspirational goals of the community over a 10-year horizon. The plan acts as a guidebook to inform key decisions and projects throughout the City. As its name suggests, this Comprehensive Plan addresses a variety of topics, including the use and development of land, parks and recreation, housing, mobility, public infrastructure, and more.

What sets this plan apart?

Past planning efforts (i.e. the 2004 Comprehensive Plan – a multi-municipal plan with surrounding communities) were more general and broad-reaching in nature, with much attention given to evaluating existing conditions. Shape Greensburg sets a new planning trajectory by focusing more on the practical “how-to” of implementation by selecting only the key actions most relevant and immediate to the current needs and desires of the Greensburg community. By biting off smaller digestible chunks, this approach sets a precedent for continued tracking of progress and more regular and consistent planning. Shape Greensburg is also unique due to the plan’s neighborhood focus, in which the input of local residents are considered when crafting recommendations tailored to specific neighborhoods. Through such public outreach, community members shared what they value most about Greensburg and

what they hope to see improved both City-wide and neighborhood specific. Out of this process, in addition to numerous studies, reports, and field work, the following areas of focus emerged and formed the foundation for the Shape Greensburg planning effort:

- Property Maintenance/Blight Mitigation
- Downtown Business Revitalization
- Pedestrian (Active) Mobility
- Parks & Recreation
- Communications

How can this plan be used?

City Municipal Staff may use this report to implement actions described by the plan specific to each area of discipline, aimed at enhancing City services, including budget planning.

City Council/Mayor may use this plan to direct funding to projects and policy initiatives highlighted within.

Greensburg Community Members may use this report to spark positive change in their neighborhoods with “Kick-Start” projects tailored for local neighborhoods, as well as hold City leadership accountable for progress.

ORGANIZATION OF PLANNING EFFORTS

In an effort to provide community leaders, policy decision makers, and administrators digestible direction and policy options, the Core Plan is designed to facilitate a summation of numerous public engagement initiatives, reports, and analyses conducted over the past year.

CORE PLAN

ABOUT SHAPE GREENSBURG

FOCUS AREAS & ACTION PLAN

Well Kept Neighborhoods

Great Parks for Everyone

A Vibrant Downtown

Safe and Convenient for Moving Around

Connected and Engaged Citizens

NEIGHBORHOOD SPOTLIGHT

Supplemental Components

The following supplemental studies and reports provide further support and context for the focus areas and action plan. These Supplemental Components are standalone documents, with certain elements and findings from these components highlighted within the Core Plan.

COMPREHENSIVE RECREATION, PARK AND OPEN SPACE PLAN (CRPOS)

BLIGHT MITIGATION STRATEGY

RETAIL MARKET ANALYSIS

ACTIVE TRANSPORTATION PLAN (TEMPLATE & PARTIAL DRAFT)

The CRPOS and Blight Mitigation Strategy are key stand-alone components outlined in the City’s original RFP as apart of this Comprehensive Plan.

These components were developed as part of the planning process based on the focus areas that arose.

Appendix of Background Information

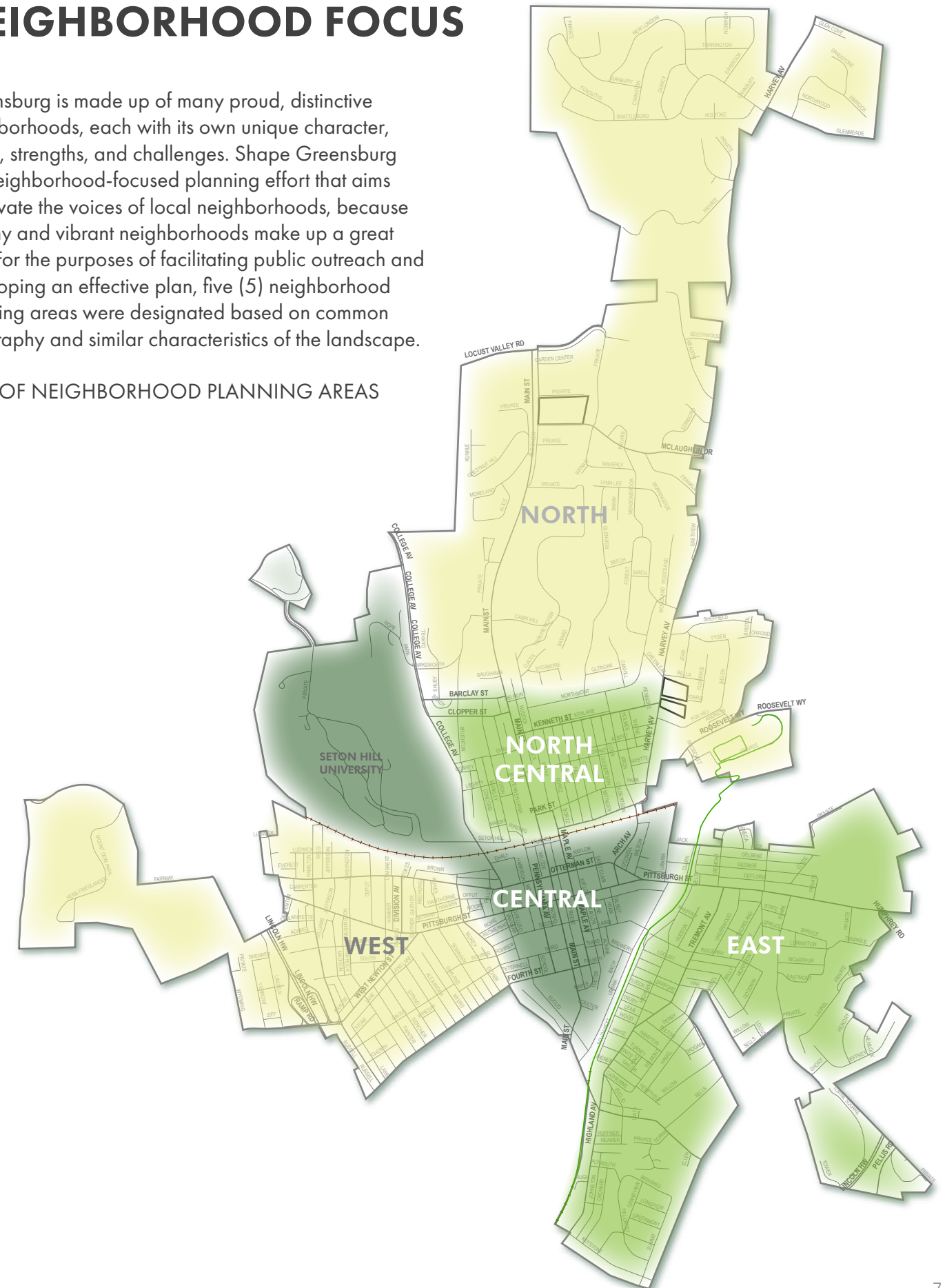
The following background and technical items further support the content of the Core Plan.

- Community Profile
- Existing Conditions: Assessment & Analysis
- Mobility and Infrastructure
- Community Engagement

NEIGHBORHOOD FOCUS

Greensburg is made up of many proud, distinctive neighborhoods, each with its own unique character, assets, strengths, and challenges. Shape Greensburg is a neighborhood-focused planning effort that aims to elevate the voices of local neighborhoods, because healthy and vibrant neighborhoods make up a great City. For the purposes of facilitating public outreach and developing an effective plan, five (5) neighborhood planning areas were designated based on common geography and similar characteristics of the landscape.

MAP OF NEIGHBORHOOD PLANNING AREAS



COMMUNITY ENGAGEMENT

Community engagement is a key emphasis of Shape Greensburg, as its name suggests the opportunity for community members to “SHAPE” Greensburg’s future. Community engagement was conducted through the following channels, Steering Committee discussions, public workshops hosted within local neighborhoods, and more informal roundtable discussions with various stakeholder groups.

Steering Committee - 45 Key Community Stakeholder Members

Neighborhood Workshops – 300+ Community Members Participated In A Series Of Neighborhood Workshops Held at 5 Neighborhood Planning Areas.

Round #1 of Neighborhood Workshops
Main Topic: What Makes Our Neighborhoods Great And Where Are We Struggling?

Round #2 of Neighborhood Workshops
Main Topic: What Will Make Our Neighborhoods Better?

Round #3 of Neighborhood Workshops
Main Topic: What Can We Do Now?

Roundtable Discussions - 76 Individuals Participated In Nine (9) Roundtables with specialized groups, high school and college students, downtown stakeholders, community-based organizations.



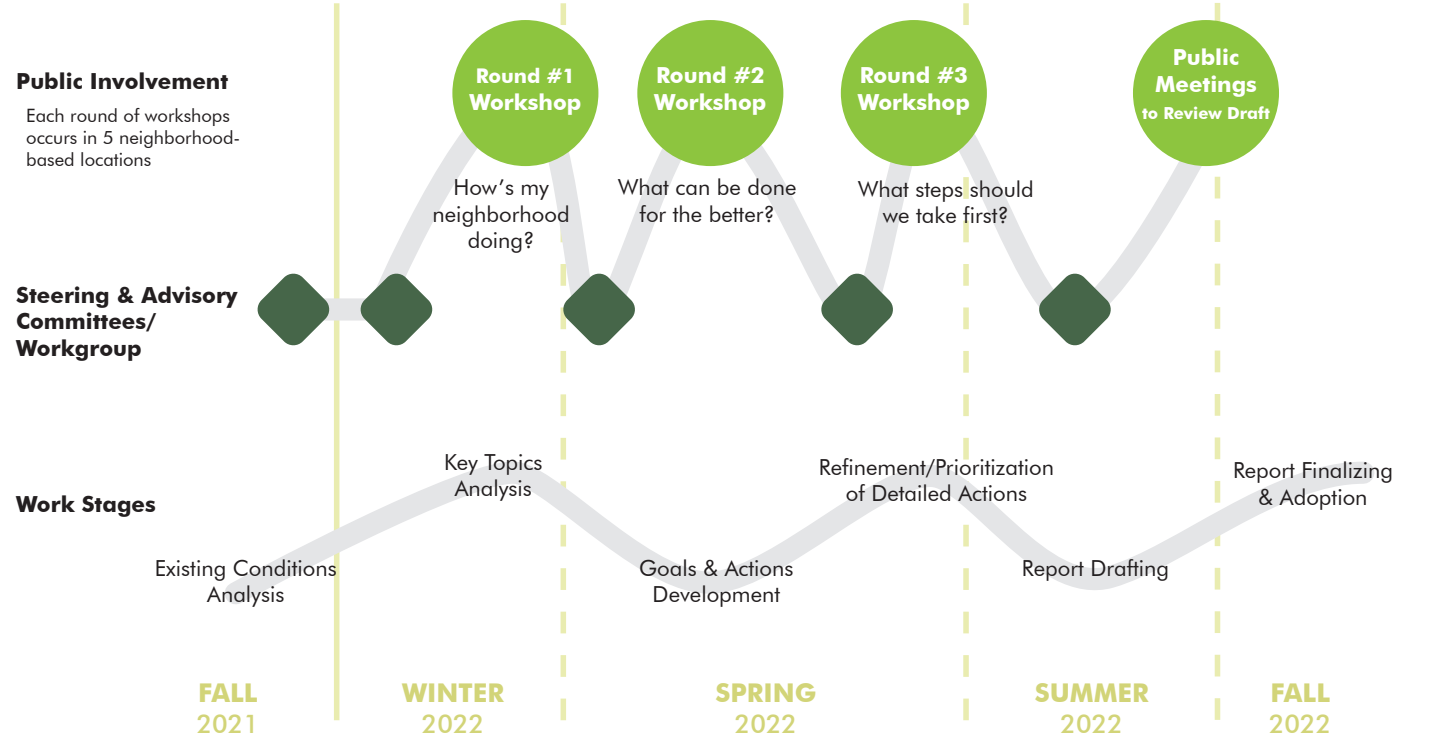
Photos of public outreach conducted during three (3) rounds of Neighborhood Workshops.



A Community Engagement effort conducted during the third Neighborhood Workshop.

Planning Process Timeline

Shape Greensburg was a year-long planning effort occurring over the course of 2022. The timeline graphic illustrates the general sequence of various meetings and work topics occurring throughout the year.



What works well in Greensburg?

Summary Responses from Round #1 Workshop

Topics

Culture and Green Space Housing Streets and Mobility
Character Business Communication

How this Word Cloud works:

Larger Text = More Popular Responses



What needs more work in Greensburg?

Summary Responses from Round #1 Workshop

Topics

Culture and Green Space Housing Streets and Mobility
Character Business Communication

How this Word Cloud works:

Larger Text = More Popular Responses



WHAT SETS GREENSBURG APART?

Shape Greensburg begins by building upon the characteristics and assets that make Greensburg unique. The following quotes and topics were developed as part of Steering Committee discussions.

URBAN, SMALL-TOWN CHARACTER

“Small towns are coming back, be a part of a real place”



Greensburg is one of only a few “urban” areas in Westmoreland County. Surrounding suburban/rural areas are not as walkable and tend to lack sidewalks. Front porches and sidewalks encourage residents to interact with their neighbors, which helps to strengthen social connections and sense of community/safety.



Top 5 Elements of Urban Small-Town Character

- Walkable streets with sidewalks
- Front porches that face the street
- Historic and architecturally significant buildings
- Mix of housing types, sizes, and prices
- Compact development pattern with housing nearby shops, services, and amenities



REGIONAL SIGNIFICANCE

“When you’re ‘going to TOWN’ you’re going to Greensburg”

Concerts
In the Park
Westmoreland Symphony Orchestra

Greensburg Civic Theatre

Palace Theatre/
Westmoreland Cultural Trust

Westmoreland Museum of American Art

Seton Hill University

Seton Hill Performing Arts Center

Dining

Westmoreland Regional Hospital

State Bureau Offices

Professional Services

Westmoreland County Offices

“Stay awhile, there’s something for everyone here”

Top 5 Reasons to Visit Greensburg

Cultural Events/Entertainment

Dining & Shops

Parks & Recreation

Colleges/Universities

Government, Social, & Legal Services

FOCUS AREAS & ACTION PLAN

The plan’s 5 focus areas and associated recommended actions are summarized below, each representing a facet of the community’s vision for the future.



GREENSBURG’S FUTURE IS...

WELL KEPT NEIGHBORHOODS

Greensburg’s vision of **Well Kept Neighborhoods** is built upon sustaining property maintenance standards and upholding the City’s established urban, small-town character.

HOW DID WE GET HERE?

Throughout the public engagement process, community members emphasized the importance of property maintenance as foundational to supporting healthy and vibrant neighborhoods. In Round #1 of Neighborhood Workshops, participants shared their thoughts regarding topics of Character and Housing. As a result of Round #1 public input, property maintenance became an area of focus for the plan, as discussions with the community progressed through Rounds #2 and #3 of workshops. In addition, the project Steering Committee identified top goals as “Eliminate blight” and “Capitalize on the City’s urban, small-town character.”



OBSERVATIONS & ANALYSIS

Greensburg’s Urban, Small-Town Character

Greensburg’s urban small-town character is largely built upon the City’s historically established development patterns, which are identified by compact lots, a walkable street grid with sidewalks, and a mix of building types and land uses (i.e. housing nearby shops and civic amenities). With more suburban-style development patterns proliferating across the region, Greensburg is certainly unique in its character.

The Importance of Maintaining Character

It is important to note that urban small town character can be eroded over time if a community is not vigilant. For example, conventional zoning standards generally do not require new housing units to match the established architectural character or the positioning/orientation on the lot of existing houses. This can result in new homes constructed that have no porches, doors, or windows that face the street, which breaks the pattern of the block. By enhancing zoning provisions, the City can better facilitate the development of new buildings to compliment the character of the block.

Housing Assessment

In general, Greensburg’s housing stock is functionally healthy as it boasts a balance of stable to moderately appreciating home values, while remaining relatively affordable for a variety of household demographics. The City’s housing stock also provides a varied mixture of housing types (i.e. single family, two-family, townhomes, and multi-family apartments). The supply of multiple-unit housing sets Greensburg apart from many other regional communities which tend to be made up of largely single-family housing. As for the condition of the housing structures themselves, Greensburg has a relatively old housing stock, with 85 % of its housing units over 50 years in age. Coupled by years of population decline and lack of new investment in parts of neighborhoods, the upkeep and regular maintenance of housing has become a major challenge for many properties. As a result, the City has made a concerted effort to address blighted properties.

Blight Mitigation

The appearance and overall health of neighborhoods is greatly influenced by the ongoing up-keep and maintenance of property. A major focus for City leadership through this planning effort is addressing the impacts of blight on the community. Like many older peer communities across the region, the deterioration or abandonment of property impacts many aspects of the community’s wellbeing, including the general appearance and perception of the area, public safety, as well as the viability for reinvestment/redevelopment. For a complete analysis and action plan related to these issues, see the Blight Mitigation Strategy, which provides a comprehensive approach to understanding the specific aspects of blight that most impact Greensburg as well as tailored action steps for revitalizing blighted properties and proactively preventing blight in the future.

Recommended Actions

The table on the following page lists the recommended actions of this area of focus. Information regarding the project commitment timeframe, external partners/collaborators, roles of City departmental Staff and leadership help to provide guidance through the implementation process.

ALSO SEE:

**BLIGHT
MITIGATION
STRATEGY**

WELL KEPT NEIGHBORHOODS

#	Recommended Action	Project Commitment Timeframe	External Partners/Collaborators	City Departmental Staff	Boards and Commissions
A.1	Assemble and mobilize a network of local businesses (e.g. landscapers, contractors), banks, and service organizations (e.g. faith-based organizations) to assist with property maintenance and renovation/rehab projects. (Action A.1 of the Blight Mitigation Strategy)	Less than 1 year	Contractors/landscapers; Faith-based congregations; Habitat for Humanity; Local real estate agencies; Grassroots citizen groups; Local property managers/landlords	Code Enforcement; Planning & Development	
A.2	Facilitate programs regarding property owner assistance loans and grants for maintenance and rehabilitation projects which will help bring properties into compliance with property maintenance code. (Action A.2 of the Blight Mitigation Strategy)	3 to 6 years	Westmoreland County Planning; HUD	Planning & Development	Planning Commission; City Council
A.3	Establish a Quality-of-Life Ticketing ordinance to encourage more convenient and efficient enforcement for minor external property maintenance violations, such as overgrown lawns, trash, and abandoned vehicles. (Action C.1 of the Blight Mitigation Strategy)	1 to 3 years		Planning & Development; Code Enforcement; City Solicitor	Planning Commission; City Council
A.4	Conduct “Block sweeps” as enabled by the Quality-of-Life Ticketing ordinance, in which code officers walk the streets to educate property owners about property maintenance laws proactively. These activities may be paired with citizen-engaged block clean-ups in which the city supplies waste disposal equipment. (Action C.2 of the Blight Mitigation Strategy)	1 to 3 years	Grassroots citizen activist groups; Faith-based congregations; Habitat for Humanity	Code Enforcement; Administration	
A.5	Upgrade the Code Enforcement database system used for tracking property maintenance code violations to be equipped with the latest technical (i.e. live/online) capabilities. (Action C.4 of the Blight Mitigation Strategy)	3 to 6 years	Redevelopment Authority of the County of Westmoreland (RACW) & Land Bank; Hempfield Township	Code Enforcement	Planning Commission; City Council
A.6	Pursue policies and actions, legally afforded by Federal and State law, which discourage negligent property owners from perpetuating blight. (e.g. Disqualify negligent property owners to bid on tax sale) (Action C.5 of the Blight Mitigation Strategy)	1 to 3 years		Code Enforcement; City Solicitor	City Council
A.7	Conduct a comprehensive update of the city’s Zoning Ordinance in part based on the recommended guidance of the Regulatory and Process Barriers to Development report (Appendix) and including topics such as land use permissions and form/scale standards to ensure development aligns with established character.	1 to 3 years	Westmoreland County Planning	Planning & Development; Planning Consultant	Planning Commission; Historic & Architectural Review Board; Mayor & City Council
N	Implement neighborhood priority project: West, East	Less than 1 year (1st priority)	Grassroots citizen activist groups; Faith-based congregations; Habitat for Humanity	Code Enforcement; Administration	
N	Implement neighborhood priority project: Central, North Central	Less than 1 year (2nd priority)	Grassroots citizen activist groups; Faith-based congregations; Habitat for Humanity	Code Enforcement; Administration	



HIGHLIGHT: ADDRESS BLIGHT WITH COMMUNITY-ENGAGED CODE ENFORCEMENT

An approach to code enforcement which aims to educate and engage local residents in improving property maintenance at a block level in a proactive and supportive manner

» **Action (A.3)** Establish a Quality-of-Life Ticketing ordinance to encourage more convenient and efficient enforcement for minor external property maintenance violations, such as overgrown lawns, trash, and abandoned vehicles.

Advantages:

- Treats property maintenance code violations like parking tickets (starting at \$25), rather than through the courts, saving time/resources
- A proven blight prevention tool identified by the Housing Alliance of Pennsylvania “From Blight to Bright” Toolkit.

» **Action (A.4)** Conduct regular block-by-block “sweeps” as enabled by a Quality-of-Life Ticketing ordinance, in which code and/or police officers walk the streets to proactively educate property owners about property maintenance laws.

Advantages:

- Block sweeps are grounded in non-threatening face-to-face interactions with code enforcement officers educating property owners and resolving potential issues before a fine is necessary.
- Empowers residents to be a part of the solution. Block sweeps can be paired with citizen-engaged clean-ups, with City support.



Residents conducting litter clean-up efforts.

External Partners/Collaborators:

- Grassroots citizen groups
- Faith-based congregations
- Habitat for Humanity
- Local property managers/landlords

Why are these actions important for Greensburg?

This community approach to code enforcement responds to public input which identified unkempt yards/exterior of occupied buildings (specifically housing) as the predominate form of blight impacting Greensburg neighborhoods.

Project Commitment Timeframe

1 to 3 years



ALSO SEE:

BLIGHT MITIGATION STRATEGY

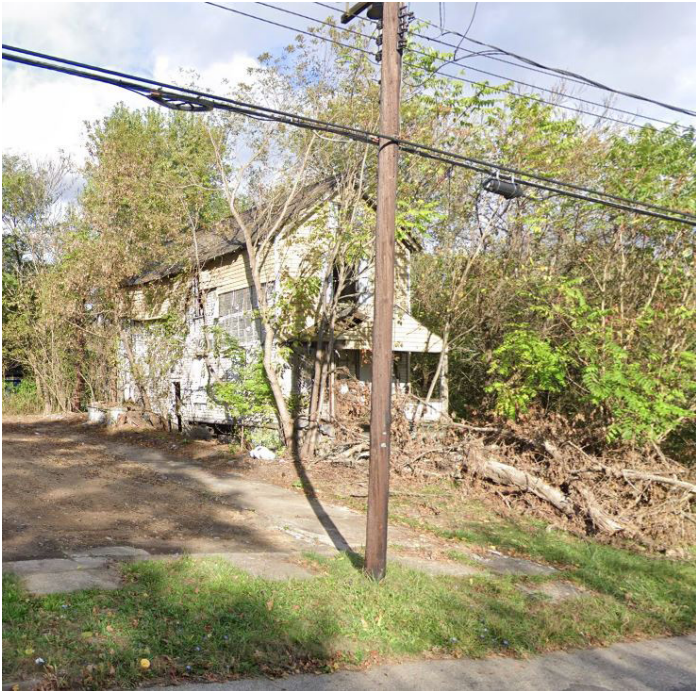
WELL KEPT NEIGHBORHOODS

Further Explanation/Context

To maintain the vitality and local identities of neighborhoods, a key driver is nurturing social capital, which may be thought of as the network of social relationships among community members that aid and support each other. Planning research* suggests that neighborhoods are most healthy and resilient when local community members are well connected socially and willing to offer their time and resources in service to others. This plan outlines activities that local neighborhoods can participate in to enhance social capital and help serve the overall community. Examples include block parties, clean-ups and beautification projects, and pop-up markets.

An important part of maintaining the health of Greensburg’s housing stock is addressing issues associated with deteriorating housing conditions, also known as blight. The City should continue to build upon work related to mitigating blight and supporting the maintenance of existing properties. To this end, a significant component of the Shape Greensburg plan is a comprehensive and coordinated Blight Mitigation Strategy.

Updating zoning plays a key role in sustaining the health of Greensburg’s neighborhoods, as zoning regulations shape the scale and character of development. For example, some of the dimensional requirements (i.e. yard setbacks) within the current Zoning are more suburban in character (i.e. deep front yards) which does not align with the established pattern of homes set closer to the street. In other words, the established urban small-town character acclaimed by the community is in fact non-conforming with current standards in many cases. Another example is the presence of existing neighborhood-scale commercial (i.e. corner store) within residential neighborhoods which is also non-conforming with current standards. In general, zoning standards should be better suited to the established character and development patterns of Greensburg. The City also plans to explore the applicability of encouraging medium density or ‘missing middle’ housing types within residential districts.



Example of external blight from an abandoned building.



Example of internal blight from an abandoned building.



Aerial photo of a Greensburg neighborhood.

*Pilgreen, S. (2019). Love where you live: creating emotionally engaging places. ISBN: 0692269347

GREENSBURG’S FUTURE IS...

GREAT PARKS FOR EVERYONE



Greensburg’s vision of **Great Parks for Everyone** is built upon the maintenance and upgrading of park facilities, a variety of programs/activities, and equitable access for all.

HOW DID WE GET HERE?

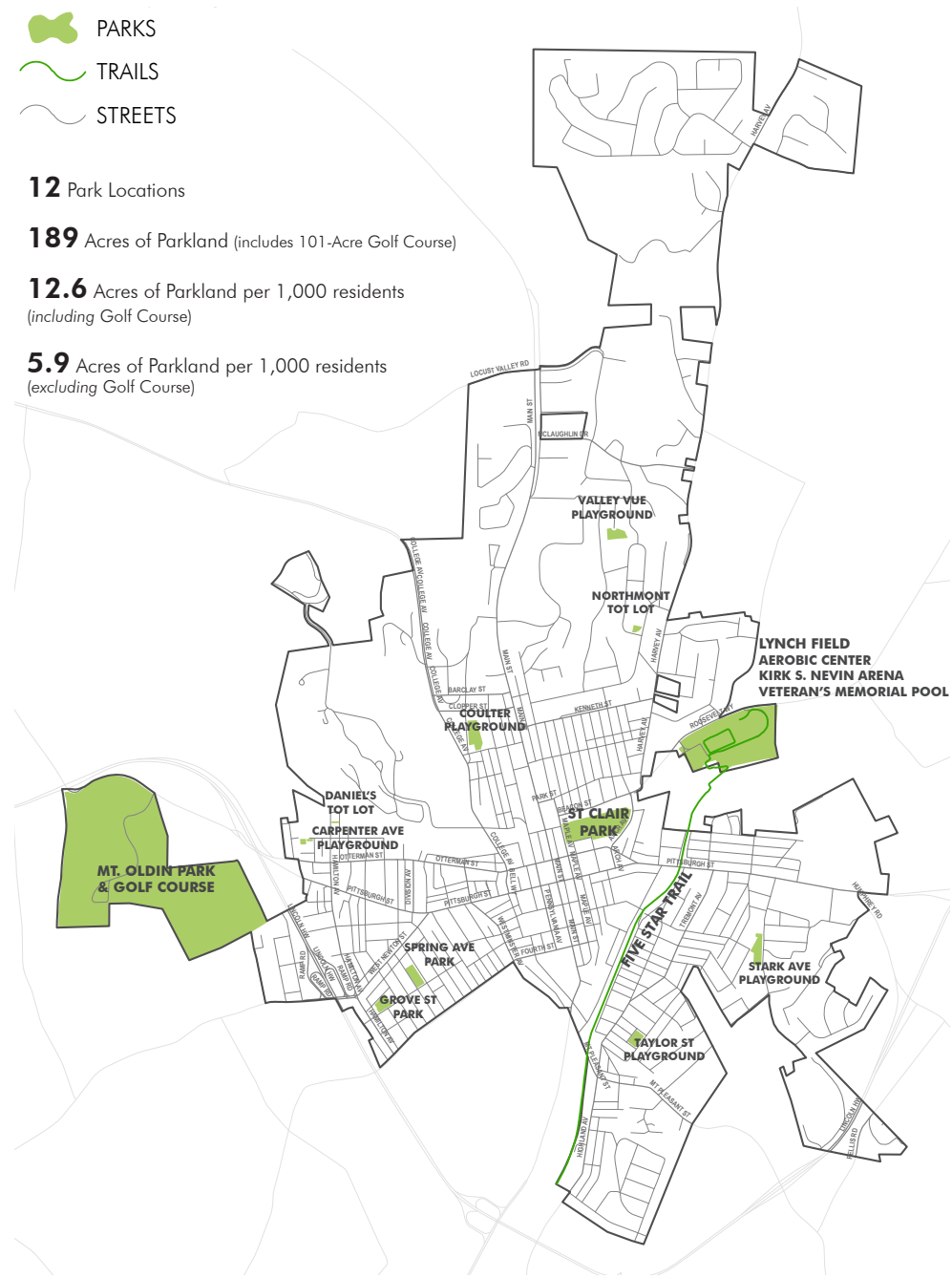
In Round #1 of Neighborhood Workshops, participants shared their thoughts regarding the topic of Open Space. Supported by Round #1 public input, Parks & Recreation as a comprehensive topic became an area of focus for the plan, as discussions with the community progressed through Rounds #2 and #3 of workshops. The City also identified it necessary to complete an updated Comprehensive Recreation, Parks, and Open Space Plan.

OBSERVATIONS & ANALYSIS

Comprehensive Recreation, Park And Open Space Plan (CRPOS)

As a major component of the Shape Greensburg planning efforts, a Comprehensive Recreation, Park and Open Space Plan (CRPOS) was completed. See appendix for the complete report.

Greensburg contains 12 park locations across the City, covering a total of 189 acres of land. City parks contain a variety of both leisure and active recreational facilities for the enjoyment of residents and visitors. In addition to these City managed recreation facilities, the community includes a mile stretch of the Five Star Trail and athletic fields associated with the Greensburg-Salem School District.



- 12 Park Locations
- 189 Acres of Parkland (includes 101-Acre Golf Course)
- 12.6 Acres of Parkland per 1,000 residents (including Golf Course)
- 5.9 Acres of Parkland per 1,000 residents (excluding Golf Course)

See the full report:

COMPREHENSIVE RECREATION, PARK AND OPEN SPACE PLAN (CRPOS)

GREAT PARKS FOR EVERYONE

Align Parks and Recreation related planning efforts with the following goals, as outlined in the CRPOS plan:

Renewal and Investment – We will safeguard and restore the park areas and recreation facilities of the City and maintain them in top shape for safe, clean, and enjoyable use by removing outdated or underutilized facilities and developing new recreation facilities. Public financial support to maintain, repair, and invest in the City parks and recreation system will help to attain the City’s economic goals and provide the quality of parks and recreation services residents desire.

Recreation for All – City parks and recreation facilities will be welcoming and accessible to all and recreation programs will provide everyone with the opportunity to play, learn, and explore by removing barriers to participation. Residents will be served equitably, regardless of location, age, ability, or socioeconomics, with parks and programs that are inclusively designed. Overcoming real and perceived barriers through enhanced access, amenities, and programs will help all people feel invited and engaged in Greensburg’s parks and recreation spaces.

Recreation Program Expansion – We will provide a diverse range of recreation opportunities to keep our residents healthy, fit, and active. We help our community as a whole be and feel its very best by providing safe and welcoming recreation spaces and programs that promote physical, mental, and social activity. We will provide the best in affordable programs, special events, and recreation activities to enrich the lives of individuals and families. We are committed to fostering experiences that promote health and well-being, inspire and connect people, and build pride in this friendly, family-oriented community.

Relationship and Capacity Building – We will achieve more by building a network of partners to enhance and expand recreation opportunities, strengthening the bonds of community by actively engaging residents in volunteer activities, and promoting private sector involvement in funding. We will collaborate with residents and community groups to keep parks well maintained, clean, and safe community gathering places. Identifying key strategic partners for the Recreation Department is vital for the growth and viability of the City parks and recreation system. We will find innovative ways to bring in new revenue to improve services.

Identity and Awareness – We will build awareness among residents and community leaders about the value and quality of the City parks and recreation system through effective marketing. We will inform the public about and expand their participation in parks and recreation opportunities. We will do everything possible to make our parks, recreation facilities, and recreation programs better known and used tomorrow than they are today.

For a detailed list of recommended actions, see:

COMPREHENSIVE RECREATION, PARK AND OPEN SPACE PLAN (CRPOS)



HIGHLIGHT: SUPPORT PARK FUNDING WITH PARTNERS ORGANIZATION

Why are these actions important for Greensburg?

Technical review of Parks & Recreation budgeting revealed need for greater external funding support for capital improvement projects related to facilities maintenance. Public workshops showed that residents highly value maintaining existing park facilities.

Responding to Steering Committee’s Goal #5: Maintain quality City services

Parks by the numbers:

- 12 Park Locations
- 189 Acres of Parkland
- 12.6 Acres of Parkland per 1,000 residents

Project Commitment Timeframe 3 to 6 years



» **Recommendation 4.1 (See CRPOS plan):** Establish a Greensburg Parks and Recreation Partners Organization to raise funds for parks and recreation system improvements and raise the public’s awareness of the parks and recreation system.

Specifics:

- Such an entity is typically made up of volunteer community members and plays an advisory role to elected officials and department staff by supporting with long-term planning initiatives and developing funding strategies.
- Such an entity may also assist in establishing a fund dedicated to parks and recreation capital improvements. The entity may help gather contributions from local foundations, corporations/ businesses, and community members.
- The Westmoreland County Citizens Advisory Board is a proven success story to learn from.

External Partners/ Collaborators:

- Community Foundation of Westmoreland County
- Westmoreland County Bureau of Parks and Recreation
- Excelsa Health
- YMCA
- Faith-based congregations
- Grassroots citizen groups



GREENSBURG’S FUTURE IS...

A VIBRANT DOWNTOWN

Greensburg envisions **A Vibrant Downtown** hosting a dynamic mix of food, drink, service and retail businesses, housing options, and destinations for the arts, culture, and entertainment.

HOW DID WE GET HERE?

Community members from all parts of the City share a sense of pride in the central downtown area of Greensburg and desire to see its continued revitalization. In addition, the project Steering Committee identified a top goal as “Promote investment by people and businesses in the core business district.” Public participants shared their thoughts related to Business as a general topic in Round #1 of Neighborhood Workshops. Results of Round #1 revealed both interest in downtown businesses as well as promoting more businesses and mixed-use in surrounding neighborhoods. As discussions progressed through Rounds #2 and #3 along with a Roundtable discussion specific to downtown, a focus on downtown as an area for living as well as working and shopping rose to the top. As a result, this section of the plan reflects this shift and embraces the vitality of downtown as multi-faceted in nature.



OBSERVATIONS & ANALYSIS

For the purposes of this focus area, ‘downtown’ shall be considered the area generally aligning with the Central neighborhood group, excluding the northern university campus area. The data analysis pieces for parking and 1st floor occupancy focus specifically on a core portion of downtown and align with the City’s designated Downtown Overlay District.

Downtown Vibrancy

One general perception of downtown Greensburg is that downtown is empty and lacks vitality, an opinion which is commonly backed by a variety of factors, including limited retail/dining options when compared to regional supercenters, a limited amount of people visiting the area during the evening, and the presence of vacant/boarded up storefronts. First, regarding the level of activity on a typical day, downtown tends to be active with employees and visitors during daytime business hours, yet the streets tend to clear out by the late afternoon. Discussions with the Steering Committee

and public reveal a desire for Greensburg to be more active throughout the evening hours, becoming what some specialists refer to as “The 18-Hour Downtown.” An 18-hour downtown refers to an area which remains vibrant from the morning to evening and is sustained by opportunities for people to ‘live, work, and play’ in close proximity. Downtown Greensburg has a good start on ‘work’ and ‘play’ dimensions, with more attention needed for attracting more residents living in downtown. The benefit of residents living in downtown include the presence of a hyper-local customer base which can support downtown business services, retailers and food & drink establishments. Also, the presence of residents at more hours of the day walking about (e.g. evening dog walk) may support a greater sense of safety and neighborliness in the downtown area.

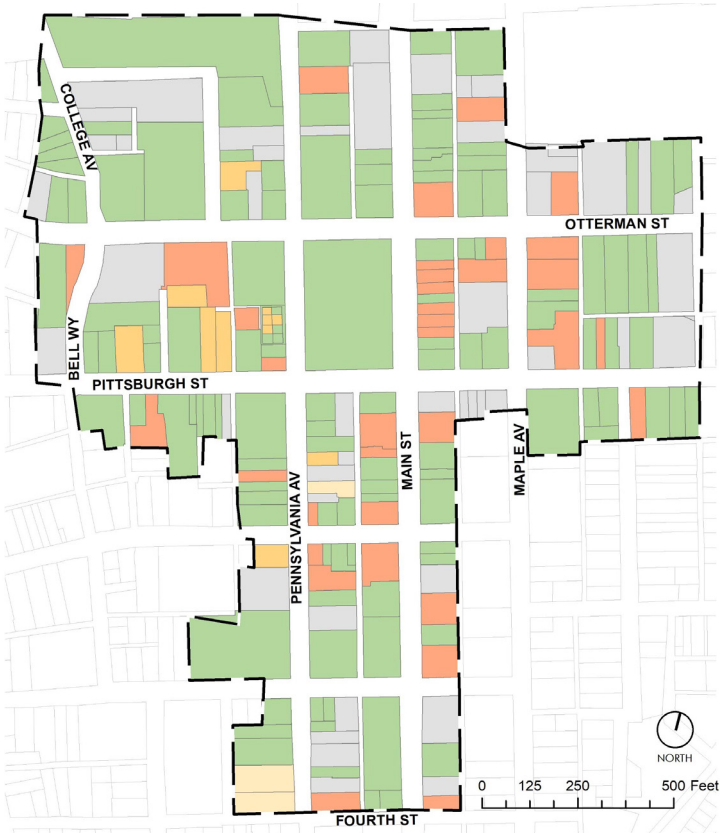
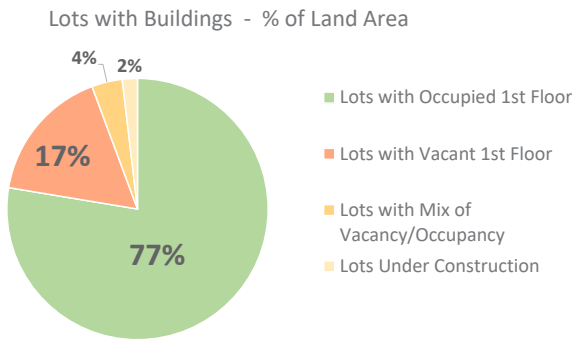
Through discussions with participants at public workshops as well as the Steering Committee, it became clear that vacant storefronts were a significant

MAPPING: Downtown 1st Floor Occupancy

Initial Findings at Lot/Parcel Level

- Occupied 1st Floor
- Vacant 1st Floor
- Mix of Occupied/Vacant 1st Floor
- Under Construction 1st Floor
- No Building

• Total Lots within Study Area: 220



influence contributing to the perceived blight of the overall community. This makes sense since downtown is essentially the City’s “front door” as the most visible area for visitors of the City. As part of this Comprehensive Plan process, an assessment of 1st floor occupancy was conducted for the core portion of the downtown area to help better understand the true extent of vacancy backed by data.

Assessment of 1st Floor Occupancy/Vacancy

Observations and Take-aways:

- **Lots with occupied 1st floors greatly outnumber the amount of lots with vacant 1st floors within downtown.** In fact, the clear majority (77 %) of lots studied were identified as occupied. This confirms the argument that the presence of vacant and/or boarded up storefronts wield significant public perception related to blight, even if such properties represent a small minority.
- **Occupancy does not always equal vibrancy.** Alterations, modifications, or new infill which is not contextual with the established character of the street block can negatively impact overall vitality and visual aesthetics. One common example is building facades with portions of blank wall, instead of traditional facades with large windows which display interior activities and attract interest from passers-by.
- **Vacancy is generally speckled across the downtown.** In other words, a given City block is neither completely vacant nor completely occupied.
- **The currently observed vacancy rate (17%) is right around a theoretical threshold of concern (15%).** Based on planning expertise, vacancy rates of 15% mark a baseline threshold, above which more significant issues regarding the overall health of a district begins to arise.
- **Lots without a building (e.g. surface parking, grass/landscaped) outnumber the number of**

lots with vacant 1st floors. Surface parking lots are prevalent throughout the downtown and can act as a covert form of blight, as they can create a lifeless void that breaks the established pattern of buildings within a block.

- **Offices, whether business, government, or institutional, make up nearly a third of occupied 1st floors.** Offices are generally considered a low foot traffic generating use, since people usually visit at schedule times that do not align with visits to other uses. In addition, the frontages of office uses tend to be less visually appealing or engaging to passers-by, therefore contributing less to overall district vibrancy.

Downtown Market Analysis

When considering downtown revitalization and redevelopment, it is important to understand the market demand of the area for new businesses to set realistic expectations and plan to accommodate the potential scale of growth. As part of the Shape Greensburg plan, a Retail Market Analysis was conducted to identify the amount of demand for new retail and food & beverage space in downtown. The study finds that the downtown Greensburg area can presently support up to 62,000 sf of new additional restaurant and retail space, which translates to 20-35 new stores and restaurants. For a visual reference, such an area is more roughly equivalent to a full downtown block with stores on both sides of the street.

Parking in Downtown

Parking in downtown has been identified as an issue by both the public and downtown property stakeholders. Addressing parking issues is vital if the downtown seeks to become a more vibrant and mixed-use district, attracting and accommodating both demand for new retail and food businesses, as well as support more downtown living.



Alterations, modifications or inappropriate infill to buildings at the street-level can impact character and vitality, as seen above.

% OFF-STREET PARKING OCCUPANCY - 10 AM



NOTE: DARKER SHADE REPRESENTS HIGHER OCCUPANCY (SEE APPENDIX FOR ADDITIONAL DATA MAP LAYERS)

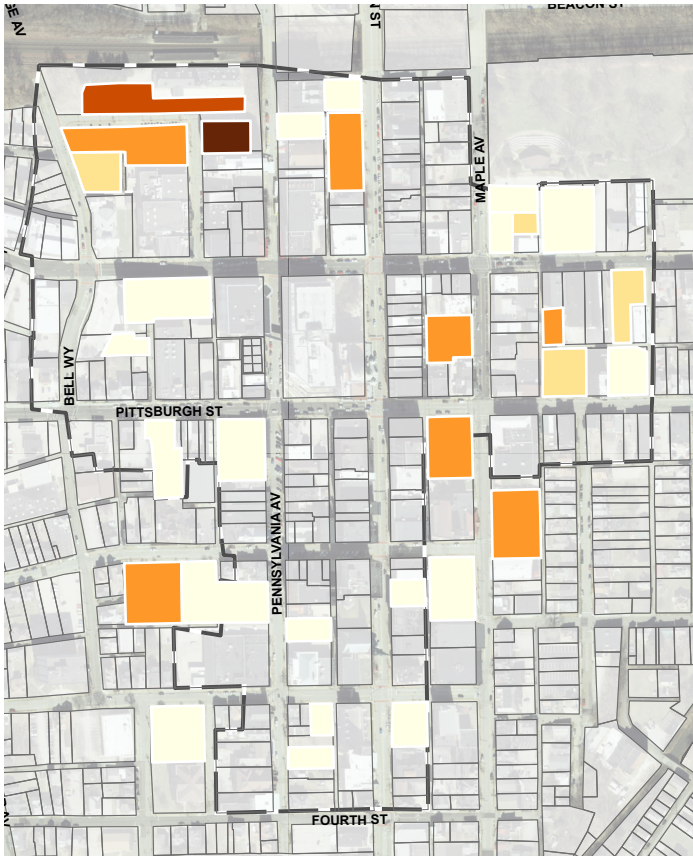
The existing state of uncertainty related to parking in downtown may likely be a substantial deterrent to new business and residential development.

Parking in downtown is a complex system because of the mix of daily commuting workers and business customers, as well as residents and visitors for evening events/night life. Currently, parking is operated and managed by individual entities, whether the City or private entities, aimed at serving the needs of specific users. However, there is no overall understanding or coordination at a system-wide level within downtown.

As part of this plan, existing conditions data has been collected in part with the aid of drone aerial imagery technology and considering the following factors: off-street/on-street, public/private spaces, leased spaces, commercial or residential land use, parking hours, cost of parking, and accessible spaces.

An assessment of available parking data reveals several informative findings. (Note: Off-street parking areas include both surface lots and/or structured garages greater than 10 spaces in size, whether publicly or privately owned/operated. In addition, the on-street

% OFF-STREET PARKING OCCUPANCY - 6 PM



parking spaces along sections of three selected streets were inventoried.)

Key Findings

- **Off-street parking areas generally operate at half capacity.** In fact, of the total number of off-street parking spaces inventoried, roughly half (51 %) of these spaces are occupied on an average weekday at peak hour (10 AM).
- **Few off-street parking lots are highly utilized while many others experience minimal use.** In fact, just 5 of the 24 off-street parking areas exhibited an occupancy rate greater than 75 % full at peak hour.
- **Off-street parking occupancy drops by half during the early evening hours.** Of the total number of off-street parking spaces inventoried, only (25 %) of these spaces are occupied on an average weekday early evening (6 PM). In fact, 12 of the 24 off-street parking areas exhibited an occupancy rate less than 10 % during early evening hours.
- **Public parking is utilized more than private**

parking areas. Publicly owned/operated parking has a peak occupancy rate of 63 %, compared to only 46 % for privately owned/operated parking.

- **Large parking areas tend to exhibit slightly higher occupancy than smaller parking areas.** Large parking areas (i.e. greater than 35 spaces) experience an average peak occupancy rate of 54 %, compared to 48 % for smaller parking areas (i.e. less than 35 spaces).

On-street parking

On-street parking areas generally operate at less than half capacity. In fact, of the total number of on-street parking spaces inventoried, 43 % of these spaces are occupied on an average weekday at peak hour (10 AM). Off-street parking occupancy remains relatively consistent from daytime to early evening hours. Average occupancy at 6 PM was observed to be 36 %, with none of the observed parking areas less than 20 % occupied.

A VIBRANT DOWNTOWN

#	Recommended Action	Project Commitment Timeframe	External Partners/Collaborators	City Departmental Staff	Boards and Commissions
B.1	Consider amendments to Zoning and Land Development Ordinance parking standards for the downtown area informed by ongoing parking inventory and occupancy data , specifically related to procedures for developers to accommodate parking using alternative mechanisms rather than conventional minimum parking standards.	1 to 3 years	IUP Planning Department; Local business owners and developers; Westmoreland County Chamber of Commerce; Westmoreland County Planning	Planning & Development	Planning Commission
B.2	Utilize the results of the Market Study (highlighting potential regional/local demand for various business types) completed as part of this plan to attract new businesses and redevelopment projects within downtown.	Less than 1 year	Downtown Greensburg Project; Think Greensburg (GCDC); Westmoreland County Chamber of Commerce	Planning & Development	
B.3	Support Think Greensburg (GCDC) in an expanded redevelopment role regarding key downtown properties . Encourage and facilitate partnerships with key community stakeholders (i.e. corporations/major employers, foundations, financial institutions, higher-education institutions, etc.) to expand funding opportunities for redevelopment initiatives. (See Action B.1 of the Blight Mitigation Strategy)	3 to 6 years	Think Greensburg (GCDC); Westmoreland Cultural Trust; Community Foundation of Westmoreland County; University communities; Redevelopment Authority of the County of Westmoreland (RACW) & Land Bank; Excella Health		Mayor & City Council
B.4	Continue to implement recommendations of the Regulatory and Process Barriers to Development report (Appendix) related to the process of zoning approval and land development in order to support a more seamless and concise development process.	1 to 3 years		Planning & Development; Planning Consultant	Planning Commission; Historic & Architectural Review Board
B.5	Support and coordinate an inventory of all vacant downtown buildings (including the condition of internal building systems, suitability for certain uses, etc.) to inform potential redevelopment opportunities. (See Action B.2 of the Blight Mitigation Strategy)	1 to 3 years	Think Greensburg (GCDC); Downtown Greensburg Project; University communities; Redevelopment Authority of the County of Westmoreland (RACW) & Land Bank	Planning & Development	Planning Commission; Historic & Architectural Review Board
N	Implement neighborhood priority projects: North, West	Less than 1 year		Planning & Development	



CATALYST: ALIGN PARKING STRATEGIES WITH REDEVELOPMENT EFFORTS

Why are these actions important for Greensburg?

The recent Market Study has revealed significant demand for new commercial businesses within downtown. Public input and technical review reveals that parking inefficiencies and the unknown internal conditions of vacant buildings to be the largest barriers to revitalization.

Responding to Steering Committee’s

Goal #3: Promote investment by people and businesses in the core business district

Demographic Influences:

- **0.1%** of downtown workers live in downtown Greensburg
- **4 of the top 10** Westmoreland County employers have a strong presence in Greensburg.

Project Commitment Timeframe
1 to 3 years



» **Action (B.1)** Consider amendments to Zoning and Land Development Ordinance parking standards for the downtown area informed by ongoing parking inventory and occupancy data, specifically related to procedures for developers to accommodate parking using alternative mechanisms rather than conventional minimum parking standards.

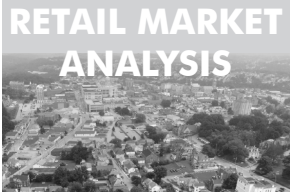
Specifics:

- Parking data accounts for all types of parking, including the following categories: on-street/off-street surface lots/structured parking, leasing/on-demand, residential/office uses, public/private, etc.

External Partners/ Collaborators:

- Think Greensburg (GCDC)
- Local business owners
- Westmoreland County Chamber of Commerce
- Seton Hill University
- UPG
- Downtown Greensburg Project

Also See:



Further Explanation/Context

Consider amendments to Zoning and Land Development Ordinance parking standards for the downtown area informed by analysis from ongoing parking inventory and occupancy data, specifically related to procedures for developers to accommodate parking using alternative mechanisms rather than conventional minimum parking standards.

Residential and commercial development in downtown may be limited by off-street parking requirements. Greensburg’s parking regulations are largely based on conventional zoning, which require a minimum number of spaces on the site of the principal use, a practice which is tailored to more suburban settings. For example, one-bedroom apartments require 1.5 parking spaces per unit and retail spaces require 1 space per 200 square feet of leasable area. A rough estimation of a build-out scenario was conducted which determined the amount of parking spaces required if all of the Downtown Overlay District was developed for ground floor retail and upper floor apartments (assuming a cap of 3 floors for all buildings). The results reveal that full build-out would require 5,800 parking spaces, which would take up a land area roughly equivalent to the entire Overlay District itself. Therefore, it is clear that conformance with existing parking standards is unrealistic for future development in downtown.

There are many examples of communities across the country abandoning minimum parking requirements within a downtown district or even community-wide (Parking Reform Network). This trend is not just for larger coastal cities, but also is taking place in the rust belt and in small communities, such as Zanesville, Ohio and York, PA. There are a variety of alternative strategies to addressing parking needs once conventional practices have been left behind. One approach is better management of on-street parking to accommodate both daytime visitors and overnight resident parking through the use of permitting. Another option is fee-in-lieu in which developers submit a payment to the City to advance public parking and as a result are not required to meet parking minimums. In fact, the City of Greensburg already has a fee-in-lieu option for downtown properties.

The City should consider the following enhancements to this policy:

1. While the current policy directs fee payments for the purpose of “acquiring and developing off-street parking facilities,” this should be expanded to other parking planning efforts, such as on-street parking management.
2. Review the fee amount per space to ensure it is sufficient to support the City’s effort to plan, develop and operate parking facilities.
3. The current policy is unclear as to the portion of required spaces which may be covered by the fee payment. For residential units, consider defining what portion of parking is still necessary to avoid street overcrowding. Consider requiring the developer to submit a plan for how parking for residential units will be accommodated.

As the City works to build upon and expand parking data collection efforts, the following elements of study methodology may be considered:

1. Collect occupancy data within a timeframe of 7 am to 10 pm to observe more of the day
2. Collect data on weekends to compare differences with weekdays
3. Collect data in all four seasons to discover differences based on the school year or weather

Utilize the results of the Retail Market Analysis, which highlights potential regional/local demand for various business types, to attract new businesses and redevelopment projects within downtown.

The results of the Retail Market Analysis can be used as a tool for encouraging new business to set up shop in downtown Greensburg. By showing that the area has demand capacity to support new retail and food/beverage businesses, this data may help reduce uncertainty associated for new business endeavors. The City may play a role in publicizing the findings of this report to targeted audiences.

Support Think Greensburg (GCDC) in an expanded redevelopment role regarding key downtown properties. Encourage and facilitate partnerships with key community stakeholders (i.e. corporations/ major employers, foundations, financial institutions, higher-education institutions, etc.) to expand funding opportunities for redevelopment initiatives.

Community development corporations (CDCs) can play a key role in the rehabilitation/ redevelopment of properties, specifically aging or deteriorated buildings which are not suitable to accommodate new businesses. The cost associated with rehabbing and updating building systems to present-day standards often created additional risk which does not fit within conventional private-market financing models. In such cases, CDCs can play the role of developer and cover the additional cost and complexity of such projects with outside monetary support from various community partners. This action explores the opportunity for the community to support Think Greensburg in such an expanded redevelopment role.

Continue to implement recommendations of the Regulatory and Process Barriers to Development report related to the process of zoning approval and land development in order to support a more seamless and concise development process.

Developers are more likely to work with a municipality which has clear and easily navigable regulatory processes. The City has begun to address items from this report, such as providing an online GIS-based zoning map and consolidating multiple permits into a single zoning permit process. The City should continue to complete actions recommended by this report, such as better organizing the City’s website to create a single platform for all necessary applications/forms and information explaining the development process/ timeline as well as designating a single point of contact for applicants.

GREENSBURG’S FUTURE IS...

SAFE AND
CONVENIENT FOR
MOVING AROUND



Greensburg envisions a future **Safe and Convenient for Moving Around** by encouraging active mobility and streets that support all users.

HOW DID WE GET HERE?

Public input from the Round #1 Neighborhood Workshops revealed that many enjoy walking around town since various destinations (i.e. parks, downtown shops/services) are relatively close in proximity. However, participants recognized that at many points sidewalks require better upkeep and some walking routes and street crossings are not safe or convenient. As discussions progressed through Rounds #2 and #3, active mobility (non-vehicular transportation, such as walking or bicycling) became a key area of focus for the plan.

OBSERVATIONS & ANALYSIS

Active Mobility

Many factors influence how individuals move around, including the physical constraints of their surroundings, how far they must routinely travel, and their access to reliable transportation. People walking, biking, or using public transit are the most vulnerable users of any mobility network, especially within a vehicle-centric region in which Greensburg is situated.

As an urban, small-town community, Greensburg’s population is able to walk, bicycle, or access transit more readily than its suburban and rural surroundings. However, the sidewalk network is not present in some sections throughout the City limits, especially within the more suburban development style of the northern section of the City. Resolving this disparity is vital to ensuring equal opportunity to active mobility.

“There are two ‘cities:’ one with sidewalks vs. one without sidewalks”

With the county offices and other major employers located in downtown Greensburg, there are still significant vehicle commuters traveling in and out of the City daily. Trips are most likely single occupant drivers that contribute to many issues, such as parking and congestion during weekday business hours. As a result of these commuter dynamics, past mobility planning has been “vehicle-first” rather than considering more active mobility options.

Recommended Actions

The table on the following page lists the recommended actions of this area of focus. Information regarding the project commitment timeframe, external partners/ collaborators, roles of City departmental Staff and leadership help to provide guidance through the implementation process.



Elevated view of a Downtown Greensburg corridor.

SAFE & CONVENIENT FOR MOVING AROUND

#	Recommended Action	Project Commitment Timeframe	External Partners/Collaborators	City Departmental Staff	Boards and Commissions
C.1	Complete an <i>Active Transportation Plan</i> informed by the observations and analysis conducted within this plan (Shape Greensburg) and pursue future active mobility projects at key locations identified within each neighborhood area.	1 to 3 years (for planning) 3 to 6 years (for full implementation)	PennDOT District 12-0; Grassroots citizen groups; YMCA; Excella Health; Greensburg Salem School District; University communities; Westmoreland County Planning	Public Works; Planning & Development	Planning Commission; Mayor & City Council
C.2	Establish a sidewalk maintenance program in which the city assists property owners with a portion of labor and/or material costs associated with sidewalk repairs.	Less than 1 year	PennDOT District 12-0;	Public Works; Planning & Development	Planning Commission; City Council
C.3	Adopt a <i>Complete Streets</i> policy so planning for street-related projects shall consider all travel modes (including active mobility and transit).	1 to 3 years	Westmoreland County Transit Authority; SPC; PennDOT District 12-0; Westmoreland County Planning	Public Works; Planning & Development	Planning Commission; City Council
N	Implement neighborhood priority project: East, North, North Central	Less than 1 year (1st priority)		Public Works; Planning & Development	Planning Commission; City Council
N	Implement neighborhood priority project: Central, West	Less than 1 year (2nd priority)		Public Works; Planning & Development	Planning Commission; City Council



CATALYST: ENHANCE WALKABILITY WITH ACTIVE MOBILITY PLANNING

Why is this action important for Greensburg?

Public workshops revealed that residents like to walk around town but certain routes/crossings are not safe or convenient. Technical review found the existing street system to be overall more car-oriented and with limited pedestrian-focused infrastructure or amenities.

Responding to Steering Committee’s

Goal #4: Capitalize on the City’s urban, small-town character

Demographic Influences:

- Shorter commute times than surrounding areas
- Shift to “work-from-home” resulting from the pandemic
- Commuting via transit increased in the past decade

Project Commitment Timeframe

1 to 3 years (for planning)

3 to 6 years (for full implementation)



» **Action (C.1)** Complete an Active Transportation Plan informed by the observations and analysis conducted within this plan (Shape Greensburg) and pursue future active mobility projects at key locations identified within each neighborhood area.

Specifics:

- Create a unified strategy for promoting active mobility with goals, objectives, actions steps, and funding sources tailored to the community.
- Analyze vehicle traffic conditions and pedestrian/bicyclist behaviors to identify priority routes for improvements.
- Establish guidelines/standards for pedestrian improvements (i.e. crosswalks, signs/signals, sidewalk curbs, etc.) across the City to ensure consistency.

External Partners/ Collaborators:

- PennDOT District 12-0
- Grassroots citizen groups
- YMCA
- Excella Health
- Greensburg Salem School District

Also See:

**ACTIVE
TRANSPORTATION
PLAN**
(TEMPLATE & PARTIAL DRAFT)



Further Explanation/Context

Action (C.1) Complete an Active Transportation Plan informed by the observations and analysis conducted within this plan (Shape Greensburg) and pursue future active mobility projects at key locations identified within each neighborhood area.

As part of the public engagement and steering committee efforts for this comprehensive plan, a large portion of the Active Transportation Plan efforts have already been undertaken. This effort has provided a significant starting point for the development of an Active Transportation Plan for the City of Greensburg. A draft of the Greensburg Active Transportation Plan based on the efforts to date, with any needs for additional information noted has been provided in the appendix. The intent is to allow the City, with minimal effort, to advance a final Active Transportation Plan in the next year. Grants are available through the WalkWorks program to offset costs for the City, although with the draft already undertaken as part of this effort, the costs to complete will be minimized.

Action(C.2) Establish a sidewalk maintenance program in which the City assists property owners with a portion of labor and/or material costs associated with sidewalk repairs.

Sidewalk Maintenance and Repair

In residential areas, the maintenance and repair of an existing sidewalk segment is generally the responsibility of the owner of the adjacent property. However, local governments can implement policies to encourage sidewalk maintenance and repair and to make it easier for residents to comply with relevant ordinances.

Cost Sharing Programs

As an example, some municipalities periodically institute what is called the “50/50 Sidewalk Replacement Program”. Property owners with sidewalks that are horizontally or vertically displaced can apply to the City to split the costs for repairs. From these applications the City then creates a prioritized inventory and publicly bids the project as a package to obtain the best price.

The homeowner and the City enter into a cooperative agreement wherein the City contributes half of the cost of the repairs.

Similarly, some cities employ a Sidewalk Replacement Program that financially supports property owners to make sidewalk repairs, in particular directed to Low-income homeowners. Community Development Block Grant (CDBG) funds may be used to supply cost sharing funds.

Inspections and Enforcement

Many municipalities perform sidewalk inspections according to a specified schedule. Cities inspect sidewalks in residential areas on a four-year cycle while downtown (central business district) sidewalks are inspected every other year. Where there is an issue, the City will issue a Sidewalk Repair Notice, giving property owners approximately four months to make the needed repairs. Property owners may choose to pay for the City’s Public Works Department or use their own contractor following the City’s specifications.

Installation of New Sidewalks

For the installation of new sidewalks, local governments can employ several strategies to provide safe pedestrian access where it’s needed. Some of these approaches depend on the municipality to make the improvements through capital improvement programs or obtaining grant funding, while others seek to leverage the land development process to have pedestrian facilities built by the developer.

Action (C.3) Adopt a Complete Streets policy so planning for street-related projects shall consider all travel modes (including active mobility and transit).

Complete streets are streets that are designed, operated, and maintained to provide safe access for all users. Complete streets policies are documents that identify procedural approaches to designing and maintaining roadways that serve the needs of all users, regardless of age, ability, or mode of transportation. Effective complete streets policies identify the parties responsible for ensuring that complete streets principles are

considered in the design process for all transportation projects within a municipal jurisdiction. The National Complete Streets Coalition identifies ten elements that should be included in every complete streets policy.

A complete streets policy would recognize the City’s commitment to improving the transportation network for all users. This would be a low cost, early implementation item from the Active Transportation Plan. The adoption of a Complete Streets Policy has the benefit of focusing the planning of roadways and access on all users, as well as require agency cooperation with projects that are within the City and designed and constructed by others, for example PennDOT roadways.

Additionally, the City plans to support streetscape enhancements that align with Complete Streets objectives, including but not limited to street trees, lighting poles, and other pedestrian-oriented infrastructure, in coordination with community-based partners, such as Think Greensburg as an example.

GREENSBURG’S FUTURE IS...

CONNECTED AND ENGAGED CITIZENS



Greensburg envisions **Connected & Engaged Citizens** that are well informed of community affairs and genuinely inclined to give back.

HOW DID WE GET HERE?

Neighborhood workshops revealed that the public desires more consistent and convenient communications with the City. The importance of two-way channels of communication was emphasized, including the flow of information from City staff/leadership to community members as well as more opportunities for residents and business owners to voice their concerns and ideas directed towards City staff/leadership. Participants of some neighborhoods noted a desire for more social meetups with neighbors and other residents (i.e. block parties) as well as a better understanding of local events and how to get involved with volunteer opportunities happening throughout the community. This is encouraging because a more knowledgeable and connected citizenry may help nurture a sense of community stewardship, which is caring, dedicated, and resilient. To this end, some of the plan’s recommended actions rely on the support of community-based partnerships and a spirit of grassroots public engagement.

OBSERVATIONS & ANALYSIS

The following observations are related to the internal operations of the City when considering communications as a whole:

- Internal departmental coordination is not fully seamless. As is common for municipal government entities, departments tend to become isolated within each of their respective silos of work. As a result, ineffective or delayed communications across departments can lead to inefficient operations and potential inconsistent messaging toward citizens engaged in various City-related matters.
- The City’s website and social media presence could benefit from better organization and consistent messaging. While the City website does house a large amount of information for community members, navigation of the site and ease of access to items could be enhanced. Social media outlets are not well connected with each other, lack a regular schedule of postings, and could benefit from the use of more engaging content (i.e. video, graphics, polling).
- Visibility/accessibility of municipal officials may be limited. Participants at the neighborhood workshops voiced a desire to have more informal opportunities to meet face to face with City officials to form relationships and learn more about the inner workings of the municipality.
- The City could benefit from a more “customer service-oriented” approach. Improvements within the area would relate to how the public asks questions, accesses information, submits comments, remains in contact regarding a certain matter over time, etc.

Recommended Actions

The table on the following page lists the recommended actions of this area of focus. Information regarding the project commitment timeframe, external partners/ collaborators, roles of City departmental Staff and leadership help to provide guidance through the implementation process.

Effective communications and public engagement are vital to the implementation of actions of all other focus areas of the plan.

CONNECTED & ENGAGED CITIZENS

#	Recommended Action	Project Commitment Timeframe	External Partners/Collaborators	City Departmental Staff	Boards and Commissions
D.1	Craft a comprehensive communications strategy to ensure all community outreach across media channels are conducted as part of a coordinated effort. Consider the expansion of staff capacity to develop, direct, and implement this strategy in a sustainable manner.	1 to 3 years		Administration	Mayor & City Council
D.2	Transition more city services from paper/post to digital/online channels for greater user convenience.	1 to 3 years		Administration	
D.3	Establish a “brand” for the city to promote the community's unique identity/character and other valued assests as identified within this plan (i.e. quality neighborhoods) and attract businesses, investment, and new residents.	3 to 6 years	Local real estate agencies; Westmoreland Cultural Trust; Westmoreland Museum of American Art; Westmoreland County Chamber of Commerce	Administration	
D.4	Set-up regular and consistent community outreach/engagement opportunities, both in person and virtually, in partnership with local citizen leaders/activists of the neighborhood. Designate community ambassadors to be a spokesperson/liaison for local neighborhoods.	Less than 1 year	Grassroots citizen groups Faith-based congregations	Administration; Planning & Development	Mayor & City Council
D.5	Enhance the City’s social media presence through more consistent and engaging postings.	Less than 1 year		Administration	
N	Implement neighborhood priority projects: East	Less than 1 year (1st priority)	Grassroots citizen groups Faith-based congregations	Administration; Planning & Development	Mayor & City Council
N	Implement neighborhood priority projects: West	Less than 1 year (2nd priority)	Grassroots citizen groups Faith-based congregations	Administration; Planning & Development	Mayor & City Council



CATALYST: REFRESH AND COORDINATE CITY-RESIDENT COMMUNICATIONS STRATEGY

Why is this action important for Greensburg?

The public desires more consistent and convenient communications with the City. Enhancing communications is likely to lead to more engaged community members and overall sense of community.

Responding to Steering Committee’s

Goal #2: Make the City government more open and accessible to citizens and businesses

Goal #5: Maintain quality City services

Project Commitment Timeframe

1 to 3 years



» **Action (D.1)** Craft a comprehensive communications strategy to ensure all community outreach across media channels are conducted as part of a coordinated effort.

Specifics:

- Build upon the momentum of successful community outreach/engagement developed as part of the Shape Greensburg planning process.
- Consider the expansion of staff capacity to develop, direct, and implement this strategy in a sustainable manner.
- A communications strategy is vital to ensure that all specific communication practices are coordinated. (e.g. social media website, departmental newsletters, community event calendars, etc.).
- A key component of this strategy is to improve internal communications between City departments to ensure dialogue with the community is consistent and seamless.
- Ensure that communications reach and appeal to a wide array of demographics, including different age groups and ethnic minorities, aimed at fostering a welcoming environment for newcomers and established community members alike.

External Partners/Collaborators:

- Downtown Greensburg Project
- Grassroots neighborhood leaders
- Local real estate agencies



IMPLEMENTATION

Please note that there is no hierarchy between the focus areas and each shall be treated as equal in terms of importance and priority. Therefore, implementation for all five focus areas may occur in concurrence. Within each focus area, certain actions are designated as key catalysts to spark initial progress. During Workshop Round 3, neighborhood areas identified which focus topics are most important to the success of their local neighborhoods.

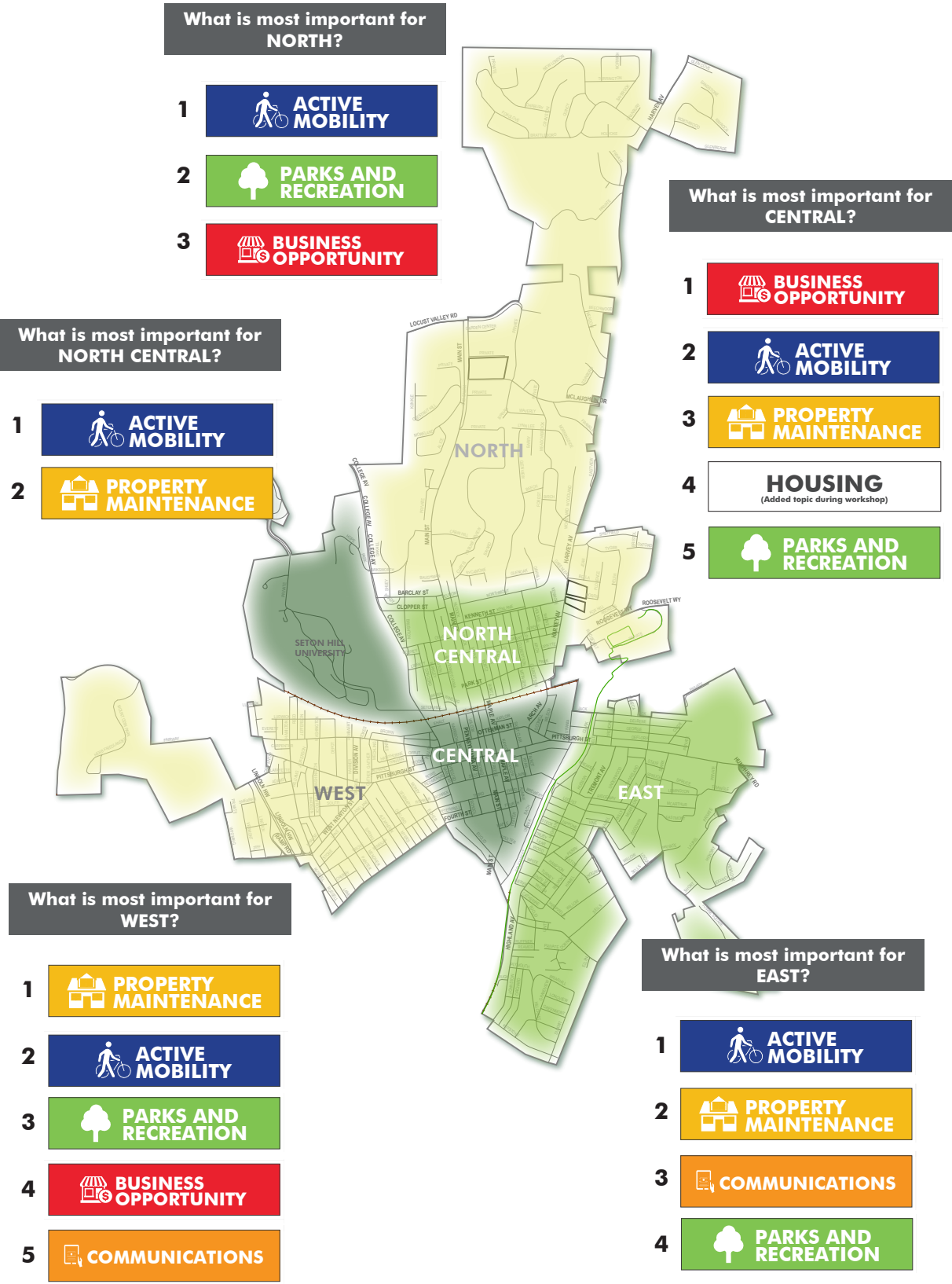
Organizational Strategy

In order to effectively implement the actions of this plan and reach the full potential of the Shape Greensburg vision, enhancements to the City’s organizational operations are encouraged. An Organizational Strategy tailored to the specific make-up and attributes of the City government is a vital component. To list just a few benefits, such a strategy would more clearly designate capacity towards priority areas of focus, improve cross departmental communications/collaboration, and better tie planning initiatives to budgetary cycles.



NEIGHBORHOOD SPOTLIGHT

HOW NEIGHBORHOODS PRIORITIZE FOCUS AREAS BASED ON PUBLIC WORKSHOP PARTICIPATION:





NORTH

Neighborhood Area

Includes or is known by:
Autumn Brook
Chestnut Hill
Country Club Meadows
Devonshire Heights
Evergreen Hill
Northmont
Rose Fountain Farms
Saybrook Village



Based on public feedback from neighborhood workshops, residents of North expressed the following priorities:

What is most important for NORTH?

- 1  **ACTIVE MOBILITY**
- 2  **PARKS AND RECREATION**
- 3  **BUSINESS OPPORTUNITY**

North is more suburban in nature than other parts of Greensburg, characterized by detached homes on larger lots, fewer sidewalks, and uses farther apart. The area contains the Greensburg-Salem high school and recreation complex, office park development, and garden style apartments.

What's great about North

- Affordable
- Recreation close-by
- Family feel with variety of age groups
- Parking is not an issue

Based on public feedback from neighborhood workshops and Steering Committee discussions.



Image from public neighborhood workshop held at a fire hall within the North neighborhood area.

KICK START PROJECTS

How to get started with just \$500 (+/-)?

Note: While these projects are recommended for North, other neighborhoods may also pursue them.

Safer Streets for Walking

Painted crosswalk with flexible bollards to help slow traffic.



Pop-Up Market

- Pop-up markets allow neighborhoods to test out new possibilities for underutilized spaces (i.e. parking lots, vacant land). This provides a temporary sales space for local home-based businesses to promote themselves and grow. Making space for fun social activities (i.e. games, arts and craft, performances, etc.) helps to bring the community together. Looking forward, the success of pop-up market events may reveal demand for more permanent commercial space within local neighborhood areas.



Parks & Recreation

Welcome signage to better identify parks. Potential Location: Valley Vue Park.



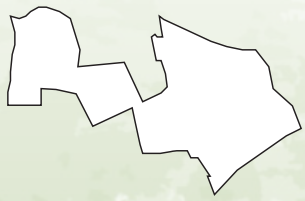
Active Mobility Focus

North Main Street pedestrian accommodations

North Main Street transitions from an urban neighborhood street to a suburban arterial in the North Neighborhood. It has no sidewalks and a 45 mph speed limit despite having multiple apartment complexes and potential pedestrian attractors such as Rite Aid and Shop 'n Save.

Potential improvements: There appears to be ample room for sidewalks on both sides of North Main, which would have the effect of naturally reducing driver speeds and could also be coupled with a reduction in speed limit. Crosswalks could be provided at key locations such as the Hawksworth Garden Apartments, Shop 'n Save, and Rite Aid. Consider using edge space for street trees to act as buffers and support traffic calming.





WEST

Neighborhood Area

Includes or is known by:
Fifth Ward
Ludwick
Sixth Ward



Based on public feedback from neighborhood workshops, residents of West expressed the following priorities:

What is most important for WEST?

-  **PROPERTY MAINTENANCE**
-  **ACTIVE MOBILITY**
-  **PARKS AND RECREATION**
-  **BUSINESS OPPORTUNITY**
-  **COMMUNICATIONS**

West contains the region’s major hospital complex and associated businesses. The area is also largely residential in nature, characterized by detached homes on compact lots, many with front porches.

What’s great about West

- Affordable
- Variety of age groups
- Hidden potential

Based on public feedback from neighborhood workshops and Steering Committee discussions.



Image from public neighborhood workshop held at a fire hall within the West neighborhood area.

KICK START PROJECTS

How to get started with just \$500 (+/-)?

Note: While these projects are recommended for West, other neighborhoods may also pursue them.

Safer Streets for Walking

Painted crosswalk with flexible bollards to help slow traffic.



Parks & Recreation

Plant native species around the park perimeter. Potential Location: Grove St. Park.



Block Clean-Ups - As part of community-organized trash clean-ups and beautification projects are highlighted as an excellent way to address blight and grow civic pride and community service within a neighborhood. (See Action C.2 -Blight Mitigation Strategy).



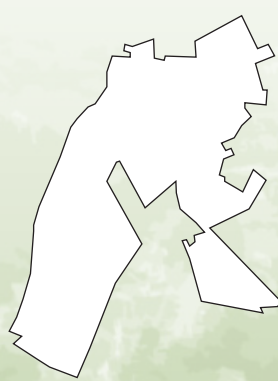
Active Mobility Focus

W Pittsburgh Street and W Newton Road

West Pittsburgh Street is a one-way street with two very wide lanes. The intersection with West Newton Road is at a significant skew. Curb ramps are provided on the northbound leg but are not accompanied by a crosswalk, and both roads are wide enough to accommodate speeds much higher than their speed limits, making pedestrian crossing unsafe.

Potential improvements: There is an opportunity to significantly narrow the lanes on Pittsburgh Street and provide curb extensions and crosswalks at the intersection to further slow traffic and shorten the crossing distance. The crosswalks could be accompanied by flashing beacons to alert drivers to the presence of pedestrians. Furthermore, there is sufficient space to improve the geometry of the intersection and eliminate the skew, creating a traditional 90-degree intersection that is safer for both drivers and pedestrians.





EAST Neighborhood Area

Includes or is known by:
Eastern Estates
Eighth Ward
Hillcrest
Hilltop
Paradise
Seventh Ward
Shogan
Underwood



Based on public feedback from neighborhood workshops, residents of East expressed the following priorities:

What is most important for EAST?

- 1  **ACTIVE MOBILITY**
- 2  **PROPERTY MAINTENANCE**
- 3  **COMMUNICATIONS**
- 4  **PARKS AND RECREATION**



Image from public neighborhood workshop held at a fire hall within the East neighborhood area.

East contains a corridor of auto-oriented commercial uses. It is also primarily residential with detached homes on compact lots, many with front porches. The area is somewhat set apart from downtown by a historic rail corridor and wooded hillside.

What's great about East

- Mix of housing sizes, layouts, prices
- Sidewalks
- Friendly neighbors/sense of community
- Lots of kids playing outside
- Safe and hidden

Based on public feedback from neighborhood workshops and Steering Committee discussions.

KICK START PROJECTS

How to get started with just \$500 (+/-)?

Note: While these projects are recommended for East, other neighborhoods may also pursue them.

Safer Streets for Walking

Painted crosswalk with flexible bollards to help slow traffic.



Parks & Recreation

Plant a variety of plant species within the park. Potential Location: Stark Ave Playground.



Block Party - Block parties provide a space for neighbors to connect, grow relationships, and have some fun enjoying the communal space of a temporarily closed street. Residents that know each other may be more likely to take pride in their property and support each other to better the neighborhood.

Block Clean-Ups - As part of community-organized trash clean-ups and beautification projects are highlighted as an excellent way to address blight and grow civic pride and



community service within a neighborhood. (See Action C.2 -Blight Mitigation Strategy).



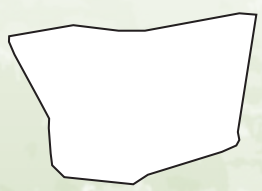
Active Mobility Focus

Highland Ave and Mt Pleasant Street

The intersection of Highland and Mt Pleasant is a four-way intersection with the eastbound leg at a significantly skewed angle. There are two pedestrian generators at the intersection, a grocery store and pizza restaurant, and it is adjacent to nearby Five Star trail access. Pedestrian crossing is prohibited on the northbound leg and the intersection lacks ADA accommodations at most corners. The intersection is also very large, with unused space at corners.

Potential improvements: There is an opportunity for significant geometric improvements at the intersection, including filling in a lot of the existing paved space with pedestrian accommodations such as sidewalks, curb extensions, and curb ramps. This would also improve safety for drivers as it would make the intersection closer to a 90-degree angle. Reducing the curb radius at the southwest corner would allow for the installation of a crosswalk at the northbound leg, making the intersection completely accessible for pedestrians.





NORTH CENTRAL

Neighborhood Area

Includes or is known by:
Academy Hill



Based on public feedback from neighborhood workshops, residents of North Central expressed the following priorities:

What is most important for NORTH CENTRAL?

1



ACTIVE MOBILITY

2



PROPERTY MAINTENANCE



Image from public neighborhood workshop held at Westmoreland Museum in North Central.

North Central is a historic neighborhood with landmark religious and cultural institutions. Housing is made up of a mix of detached homes, of varying historic architectural styles, as well as neighborhood scale apartments, partially serving neighboring university students.

What's great about North Central

- Restored historic homes
- Proximity to downtown
- Close-knit community

Based on public feedback from neighborhood workshops and Steering Committee discussions.

KICK START PROJECTS

How to get started with just \$500 (+/-)?

Note: While these projects are recommended for North Central other neighborhoods may also pursue them.

Safer Streets for Walking

Painted crosswalk with flexible bollards to help slow traffic.



Parks & Recreation

Revitalize existing courts/surfaces at park.
Potential Location: Coulter Playground



Block Clean-Ups - As part of community-organized trash clean-ups and beautification projects are highlighted as an excellent way to address blight and grow civic pride and community service within a neighborhood. (See Action C.2 -Blight Mitigation Strategy).



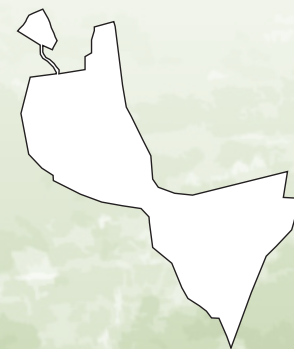
Active Mobility Focus

North Central Neighborhood: N Main Street intersections

North Main Street is an arterial street that brings traffic from downtown Greensburg to PA Turnpike 66 and passes through a dense residential neighborhood with several points of interest along the way. Pedestrian crossings are poorly marked and spaced far apart, effectively dividing the North Central neighborhood.

Potential improvements: Because North Main Street has wide lanes, curb extensions and crosswalks could be installed at all unsignalized intersections as well as mid-block crossings with flashing beacons at pedestrian generators such as the Westmoreland Museum of Art and Greensburg Salem Middle School. This would also slow drivers, as the road appears to be designed for speeds higher than the 25 mph limit.





CENTRAL

Neighborhood Area

Includes or is known by:
Downtown
Seton Hill University Campus
Kinderhook
Third Ward

Based on public feedback from neighborhood workshops, residents of Central expressed the following priorities:

What is most important for CENTRAL?

- 1  **BUSINESS OPPORTUNITY**
- 2  **ACTIVE MOBILITY**
- 3  **PROPERTY MAINTENANCE**
- 4 **HOUSING**
(Added topic during workshop)
- 5  **PARKS AND RECREATION**

Central includes Greensburg’s historic downtown and the university district. It is the most built-up part of the city and contains a variety of commercial, civic, and residential uses mixed close together.

What’s great about Central

- Culture (e.g. Palace Theatre)
- Commerce (e.g. Pennsylvania Ave Shops)
- Community (e.g. YMCA)
- Historic Architecture (e.g. Courthouse)
- St Clair Park

Based on public feedback from neighborhood workshops and Steering Committee discussions.



Image from public neighborhood workshop held at Bar Association in Central downtown.



KICK START PROJECTS

How to get started with just \$500 (+/-)?

Safer Streets for Walking

Painted crosswalk with flexible bollards to help slow traffic.



Parks & Recreation

Additional seating along pathways. Potential Location: St. Clair Park



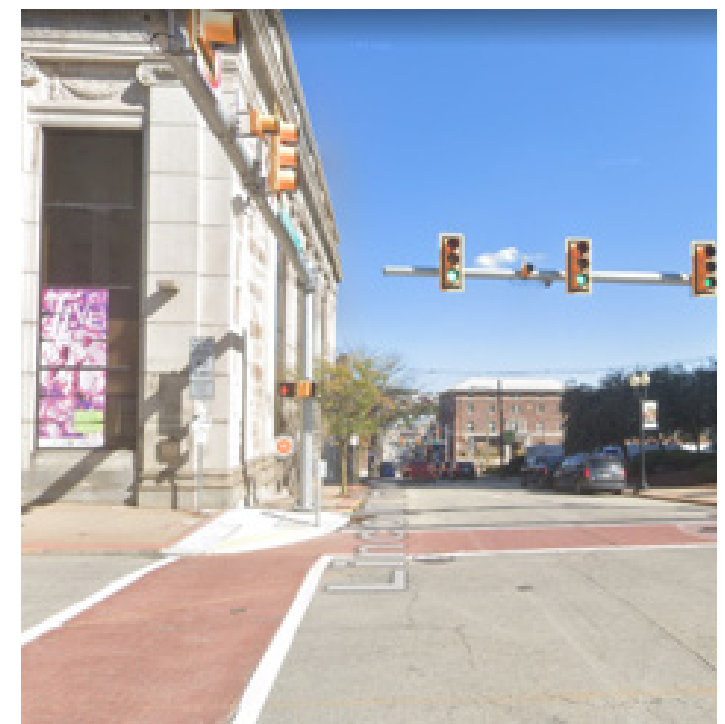
Pop-Up Market - Build off the energy of the Night Market by providing more entertainment and activities for all ages during the event. The success of market vendors may affirm the demand for more permanent commercial space within downtown.



Main Street and Otterman/Pittsburgh Streets

The intersections of Main Street with Otterman and Pittsburgh Streets are in the center of Greensburg, with heavy pedestrian activity due to the various county buildings located nearby. Both Otterman and Pittsburgh Streets are one-way in opposite directions, with multiple lanes of traffic and both have signalized intersections with Main Street.

Potential improvements: There is an opportunity to convert Pittsburgh and Otterman Streets to two-way traffic to reduce speeds. Additionally, there is space at both intersections to install curb extensions on all corners, with the benefit of both slowing traffic and shortening the crossing distance for pedestrians (may be limited by PennDOT since all roads are state routes). Consider reconfiguring the pedestrian signal phases to be more intuitive and accommodating for pedestrians, since past planning efforts focused solely on vehicle movement.



COMPREHENSIVE RECREATION, PARKS, AND OPEN SPACE PLAN

DECEMBER 2022



GREENSBURG
PENNSYLVANIA

SHAPE GREENSBURG
YOUR VOICE, YOUR VISION, YOUR CITY

Shape Greensburg was made possible by the collaborative efforts of many individuals across a diverse array of backgrounds and specialties. Planning efforts were guided by the Steering Committee and Planning Commission, Mayor and City Council, Project Workgroup, and Project Team. The content of this plan is shaped by the residents, businesses, and various stakeholder organizations that make up the Greensburg community.

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Bill Bretz, Hempfield Township/Planning Commission
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This plan was funded in part by the Community Conservation Partnerships Program administered by the Pennsylvania Department of Conservation and Natural Resources (DCNR) through the Keystone Recreation, Park and Conservation Fund. The grant agreement number is BRC-TAG-26-151.

TABLE OF CONTENTS

01 INTRODUCTION..... 2

Plan Purpose3
Plan Process and Key Components4
Public Engagement4
Momentum and Collaboration5

02 MISSION, VISION AND CORE GOALS 6

03 GETTING UNDERWAY WITH SUSTAINABILITY 8

04 RECOMMENDATIONS..... 10

Goal 1 – Renewal and Investment..... 10
Goal 2 – Recreation for All 13
Goal 3 – Recreation Program Expansion 14
Goal 4 – Relationship and Capacity Building 16
Goal 5 – Identity and Awareness 18

05 INVENTORY AND ASSESSMENT 19

City of Greensburg Park Areas and Recreation Facilities 19
Administrative Analysis and Personnel Assessment37
Park and Facilities Maintenance Assessment..... 44
Financing and Funding Analysis 47

06 APPENDIX A 49

07 APPENDIX B 52

01 INTRODUCTION

This Plan is dedicated to moving the City of Greensburg into its future role for parks and recreation. Greensburg's commitment to implementing this Plan will ensure the parks and recreation system is essential to quality of life and plays a vital role in supporting the health and well-being of residents and visitors.

Great parks and recreation systems don't just happen. They require a guiding vision and a sustained set of strategies for bringing that vision to reality. This Comprehensive Recreation, Park, and Open Space Plan outlines Greensburg's vision for the future of its parks, recreation facilities, and recreation programming, and shares strategies for how to achieve this vision.

The City of Greensburg has challenges it must address so that its parks are well-maintained, safe, and attractive and its recreation facilities and programs serve the needs of residents. Addressing these challenges successfully hinges on the Recreation Department having the necessary staff and financial resources to do so. Implementation of this Plan will require focused energy, commitment, and resources from the entire community.



Photo of play equipment at Taylor St Playground.



Photo of Robertshaw Amphitheater at St. Clair Park.

PLAN PURPOSE

The City of Greensburg Recreation Department manages a wide range of recreation facilities that contribute to residents' quality of life including sports fields and courts, park trails, picnic pavilions, play equipment, an outdoor swimming pool, an indoor ice arena, and an 18-hole golf course, as well as offering recreation programs and special events.

This Comprehensive Recreation, Park, and Open Space Plan provides a road map to guide the City of Greensburg in addressing the management, operation, funding, maintenance, expansion, and development of its parks and recreation system over the next 10 years. The distinctive urban form of Greensburg frames an interesting challenge for the community in expanding and maximizing the value of parks, recreation facilities, recreation programs, and trails. This Plan is the community's strategy and course of action to meet these challenges and build and maintain a quality parks and recreation system.

This Plan serves as a valuable resource in the following ways:

- A Guide for the Future – As this Plan is implemented, residents can look forward to a future in which parks and recreation services are continually evaluated and improved to ensure community needs are met, facilities are renewed, connection with the natural environment is strengthened, recreation programs are expanded, and parks are safe for everyone.
- A Public Relations Tool – This Plan offers accessible and understandable information for the public and urges involvement of park users, neighbors, and other stakeholders in the parks and recreation system. Ongoing communication of the benefits of parks and recreation is a critical piece of success for this Plan. Public support of and advocacy for the parks and recreation system will allow for continued investment of financial resources.
- A Foundation for Decision-Making and Funding Assistance – This Plan inspires action and provides a focal point to drive decision-making, funding, and future policies for parks, open space, and recreation services. Key components can be used by the City of Greensburg to garner support for proposed projects or future funding assistance from the Commonwealth of Pennsylvania, federal grant programs, local businesses, and foundations.



Photo of bunny sculpture at Coulter Playground.

PLAN PROCESS AND KEY COMPONENTS

To provide a complete view of current conditions, a detailed inventory and assessment was conducted of:

- Existing park areas, recreation facilities, and trails.
- Recreation programs provided by the City of Greensburg and other entities.
- The governance, structure, organization, and financing of the Greensburg Recreation Department.
- Park maintenance operations.

Analysis of these items identified strengths and challenges for each aspect of the parks and recreation system.

Benchmarking comparisons of parks and recreation departments from cities in Pennsylvania were prepared. Items compared included population, park acreage, number of parks, recreation programs offered, median household income, special recreation facilities, total operating budgets for parks and recreation, total tax expenditures per capita on parks and recreation, and revenue generated. National benchmarking metrics also provided insights into how the Greensburg Recreation Department compares to typical parks and recreation agencies across the United States.

The vision for the future of the parks and recreation system was determined, with mission and vision statements and core goals identified to improve the parks and recreation system. This shared vision provides a framework for Plan recommendations.

Goals and implementation recommendations were presented for short- and long-term action with costs, potential sources of funding, and responsible parties identified. A capital improvement plan will also be prepared for park improvements.

The Comprehensive Recreation, Park, and Open Space Plan provides direction for the next 10 years, containing steps that may be completed within months, while others

will require solutions that may take years to accomplish.

PUBLIC ENGAGEMENT

Public input was a key component in the development of this Plan. The strong level of involvement from community members shows that residents value the parks and recreation system and want to see it improve. The public engagement process was a part of the overall City Comprehensive Plan process and included:

- Ongoing guidance from the Plan subcommittee for the Recreation, Park, and Open Space Plan.
- Interviews with Greensburg Recreation Department full-time staff.
- Resident input through 15 neighborhood meetings and an on-line community survey.

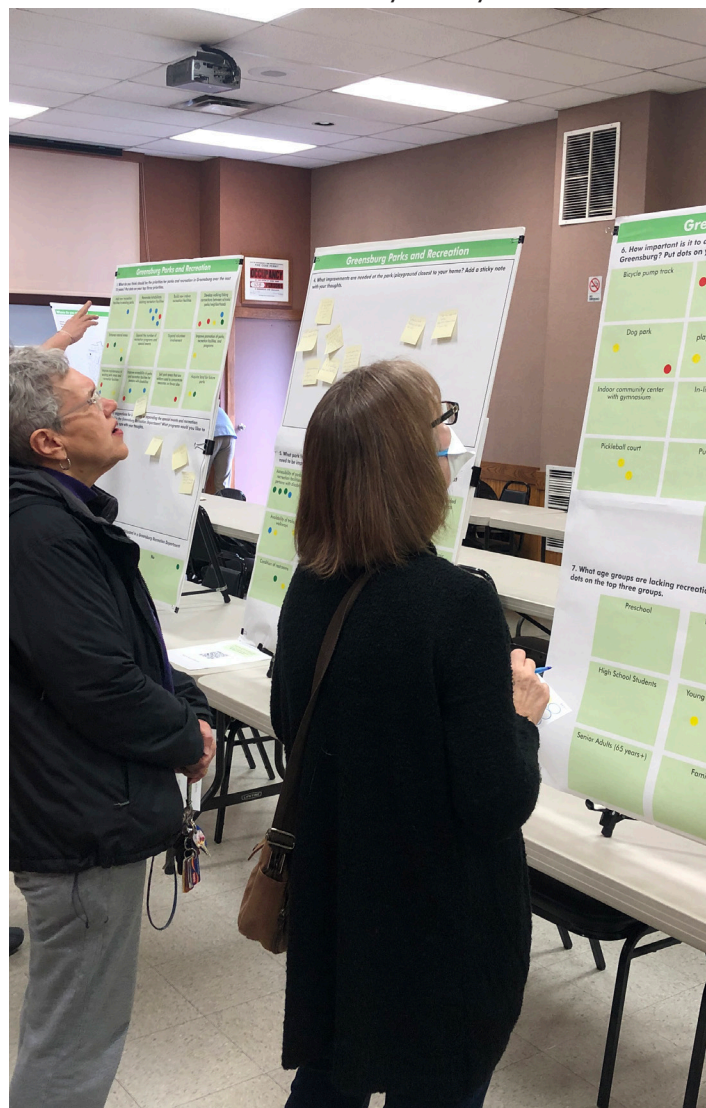


Photo from Round 1 public Neighborhood Workshops in the East Neighborhood area.

MOMENTUM AND COLLABORATION

The City of Greensburg is at a pivotal moment to establish a new direction for the parks and recreation system, to energize the community, and to engage collaborative partner organizations in the process. Linking the parks and recreation system's existing and future amenities and programs to community health, equity, connectivity, and economic development, this Plan envisions elevating the role of parks and recreation to an essential community service.

This Plan is driven by a clear mission and vision which guides Plan recommendations. This Plan ensures that the community knows where the Greensburg Recreation Department is headed and how it is going to get there. This includes improving parks, increasing programs, and fostering an external identity within the community as dedicated to an inclusive and universally accessible parks and recreation system. Although implementation of the recommendations will be challenging, several factors set the stage for this Plan to be successful:

- Strong community support of the Greensburg Recreation Department.
- Long history of City support of parks and recreation.
- Successful revenue-generating recreation facilities.
- Quality recreation and sports programs for youth.
- Professional, dedicated Greensburg Recreation Department staff.
- Large number of potential partners.

LAND AND WATER CONSERVATION FUND (LWCF)

The City of Greensburg received funding through the Land and Water Conservation Fund (LWCF) in 1981 for the development of seven recreational sites that are identified in this Plan. The LWCF State Assistance Program was established by the LWCF Act of 1965 (Public Law 88-578) and is enacted as positive law at 54 U.S.C. § 200301 et seq. Its purpose is to stimulate a nationwide action program to assist in preserving, developing, and assuring accessibility to all citizens of the United States of present and future generations, and visitors who are lawfully present within the boundaries of the United States, such quality and quantity of outdoor recreation resources as may be available and are necessary and desirable for individual active participation in such recreation; and to strengthen the health and vitality of U.S. citizens. From 1965 through Fiscal Year 2021, over \$5.1 billion has been apportioned to the 50 States, the District of Columbia, American Samoa, Guam, Northern Mariana Islands, Puerto Rico and the U.S. Virgin Islands for planning, acquisition, and development of outdoor recreation resources in the United States. The income for the LWCF is provided largely from Outer Continental Shelf mineral receipts.

All projects funded through the Land and Water Conservation Funding must include a restriction on the property deed as follows:

This property, or interest in property, was either acquired with, developed or donated as a match for funds provided by the Pennsylvania Department of Conservation and Natural Resources ("Department"). The source of the funds is Land and Water Conservation Fund Act, 54 U.S.C. §§ 200301 et seq. ("Act"), provided through the National Park Service. This property, or any portion of it, may not be converted to purposes other than those authorized under the Act for property acquired and/or developed with Department funds. No change of use and no transfer of ownership, control, or interest in this property may occur, and no encumbrance may be placed on this property, without the written consent of the Department or its successor. The restriction in this paragraph applies to both the surface and subsurface of the property. This restriction has the effect of a covenant running in perpetuity with the land and is binding upon the owner(s) of the property and upon all subsequent owners, successors, and assigns. This restriction is enforceable by the Department and its successors.

02 MISSION, VISION, & CORE GOALS

The Greensburg Recreation Department mission statement, vision statement, and core goals have been prepared to guide development, operation, and programming of the City parks and recreation system over the next 10 years. The mission statement defines the purpose of the Recreation Department, while the vision statement presents where the Recreation Department wants to go in the future and what impact it will make on the community. Core goals are guiding principles that directly support the vision and prioritize and define the work required to implement this Plan.

MISSION STATEMENT

We provide affordable and accessible recreation opportunities to residents, across generations, to improve health, quality of life, and pride in our community.

VISION STATEMENT

Our outstanding parks and recreation system is the reason people choose Greensburg.

CORE GOALS

The Plan sets out five core goals for the future of the City of Greensburg parks and recreation system.

Core Goal 1 – Renewal and Investment – We will safeguard and restore the park areas and recreation facilities of the City and maintain them in top shape for safe, clean, and enjoyable use by removing outdated or underutilized facilities and developing new recreation facilities. Public financial support to maintain, repair, and invest in the City parks and recreation system will help to attain the City’s economic goals and provide the quality of parks and recreation services residents desire.

Core Goal 2 – Recreation for All – City parks and recreation facilities will be welcoming and accessible to all and recreation programs will provide everyone with the opportunity to play, learn, and explore by removing barriers to participation. Residents will be served equitably, regardless of location, age, ability, or socioeconomic status, with parks and programs that are inclusively designed. Overcoming real and perceived barriers through enhanced access, amenities, and programs will help all people feel invited and engaged in Greensburg’s parks and recreation spaces.

Core Goal 3 – Recreation Program Expansion – We will provide a diverse range of recreation opportunities to keep our residents healthy, fit, and active. We help our community as a whole be and feel its very best by providing safe and welcoming recreation spaces and programs that promote physical, mental, and social activity. We will provide the best in affordable programs, special events, and recreation activities to enrich the lives of individuals and families. We are committed to fostering experiences that promote health and well-being, inspire and connect people, and build pride in this friendly, family-oriented community.

Core Goal 4 – Relationship and Capacity Building – We will achieve more by building a network of partners to enhance and expand recreation opportunities, strengthening the bonds of community by actively engaging residents in volunteer activities, and promoting private sector involvement in funding. We will collaborate with residents and community groups to keep parks well maintained, clean, and safe community gathering places. Identifying key strategic partners for the Recreation Department is vital for the growth and viability of the City parks and recreation system. We will find innovative ways to bring in new revenue to improve services.

Core Goal 5 – Identity and Awareness – We will build awareness among residents and community leaders about the value and quality of the City parks and recreation system through effective marketing. We will inform the public about and expand their participation in parks and recreation opportunities. We will do everything possible to make our parks, recreation facilities, and recreation programs better known and used tomorrow than they are today.



Photo of Robertshaw Amphitheater at St. Clair Park.

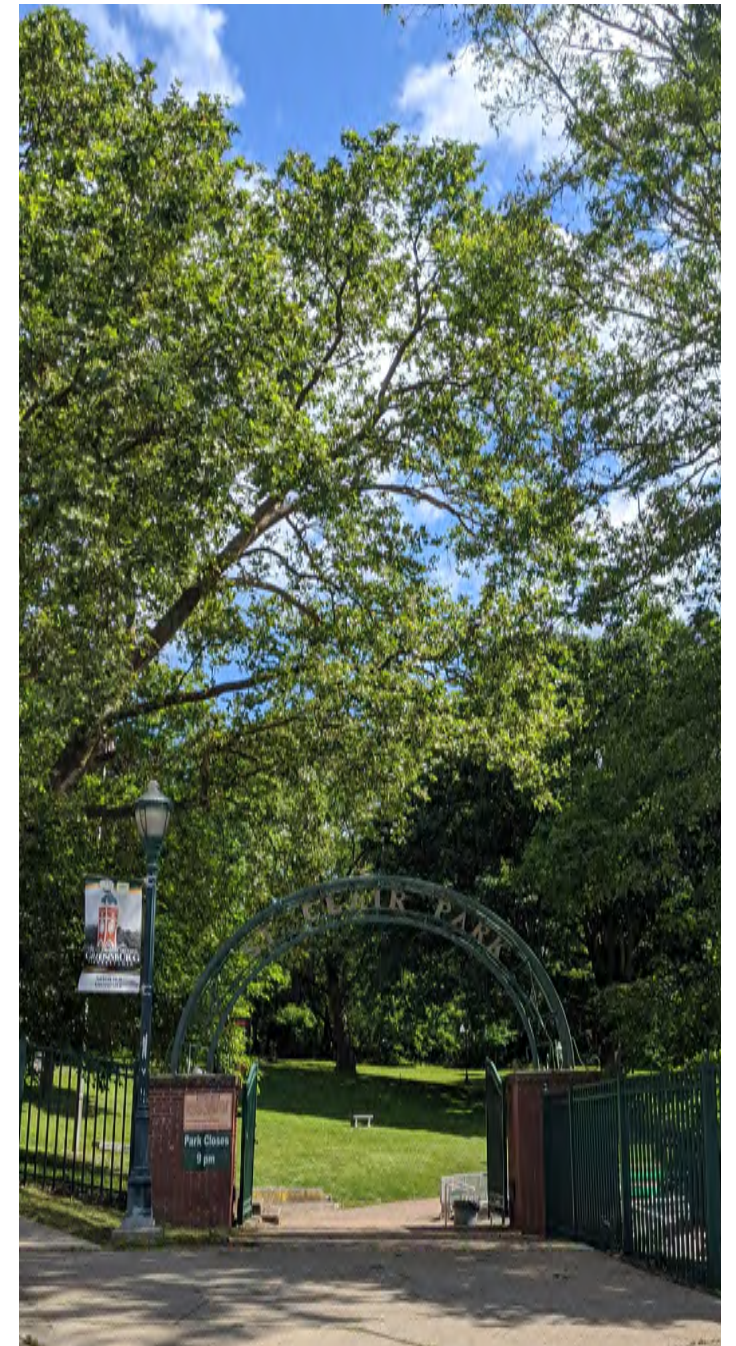


Photo of entrance to St. Clair Park.

03 GETTING UNDERWAY WITH SUSTAINABILITY

Sustainable practices that can be implemented at the city or park level include any attempt to improve wildlife habitat, promote native species and build green infrastructure. Sustainable practices also seek to mitigate flooding risks, the effects of climate change, and the urban heat island effect, or to educate the community on environmental practices and conservation. These are large and complicated issues and no one strategy will address them all. Rather, creating a more sustainable city on a budget often means implementing many small-scale strategies which add up over time to have a large impact. However, there are multiple specific, realistic, and cost-effective strategies that the City of Greensburg could begin to implement right away or strive to implement in the near future.



Photo of creek running through Coulter Playground.

1. Plant native flowering species to support pollinators

Pollinating insects and birds are crucial to a well-functioning ecosystem. Any underutilized space with enough soil can be seeded with native wildflowers. These areas can be in vacant lots, unused parts of parks, along highway medians and edges, or along agricultural fields. In addition to looking beautiful and supporting wildlife, many native wildflowers simply reseed themselves which reduces the maintenance needs of these areas.

2. Plant native trees and plant more trees

This strategy seems simple, but trees in an urban context have many benefits. These include reducing temperatures and energy use by shading roads and homes, capturing carbon, filtering air pollutants, intercepting and slowing rainwater and runoff, and supporting wildlife. Urban trees have also been shown to increase perceived and actual well-being of nearby residents. Every tree planted in a city does not need to be a native species, but native species have developed specific relationships with certain species of bird, insect, or fungi over time. These relationships make native trees more beneficial to the surrounding ecosystem than non-natives. The free online tool iTree is an excellent resource for quantifying the benefits that individual trees can have on a community.

3. Remove invasive plant species

Invasive plants like Japanese Knotweed can be difficult to remove but these species can overrun habitats. Removing them and restoring habitats can have a large positive impact on native wildlife.

4. Build green infrastructure

Green infrastructure can passively address stormwater runoff and reduce the risk of flooding. A series of small, vegetated basins or swales can be installed in parks, neighborhoods and along roadways and parking lots to capture and infiltrate stormwater before it enters the City's stormwater system. Green infrastructure should not only capture stormwater, but also incorporate the above three points so that it is serving multiple functions at once.

5. Conserve and increase permeable surfaces

Increasing permeable surfaces or using permeable materials can reduce the risk of flooding. Alternatively, a city can make sure that as much stormwater run-off as possible is captured before entering the City's stormwater system. This can be done by requiring all new development to capture or account for all stormwater runoff from new impervious surfaces on their site.

6. Create connections with greenways and bike lanes

Identify corridors within or around the city where bike lanes could be utilized to give people an alternative to driving. Likewise, connect greenspaces to encourage walking and biking. Connecting greenspaces like parks also assists wildlife by providing safe corridors for movement through an urban environment.

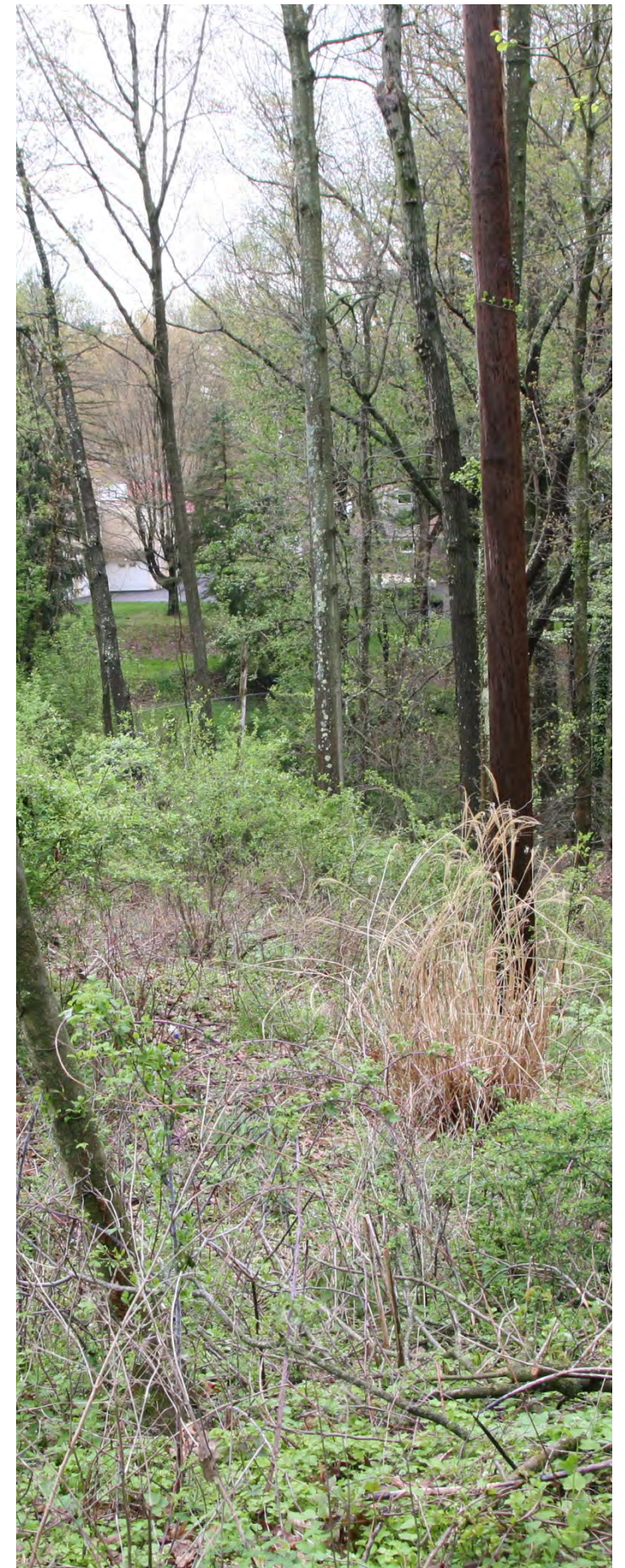


Photo of vegetation compromised by invasive species at Coulter Playground.

04 RECOMMENDATIONS

Recommendations for addressing the challenges the Greensburg Recreation Department faces are based on the five Plan core goals. The Plan recommendations provide the City of Greensburg with the tools that will lead it to do the best job possible to enhance and sustain its parks and recreation system and provide memorable community events and programs that celebrate the City's natural and cultural heritage.

While this Plan sets out an ambitious vision for the future of Greensburg's parks and recreation system, realizing this vision will require:

- A commitment to the municipal funding necessary to improve and enhance City of Greensburg park areas, recreation facilities, recreation programs, and trails.
- Expanded community involvement, through volunteering, fundraising, partnerships, and support for new initiatives.



Photo of play equipment at Coulter Playground.

GOAL 1 – RENEWAL AND INVESTMENT

Recommendation 1.1 – Make Deferred Repairs, Maintenance, and Facility Upgrades – Deferred maintenance and upgrades to City parks should be addressed by prioritizing and completing improvements as recommended in the recreation facilities analysis for each park site. Financial investment of City capital improvement funds for facility repair and/or replacement is needed at many parks due to the age and condition of the facilities. The City should determine what projects to complete at each park and what year those projects will take place over a 10-year timeframe as part of the City's capital budget process.

Recommendation 1.2 – Undertake Master Site Development Plans for St. Clair Park and Grove Street Ballfield – St. Clair Park is a special place in the heart of downtown Greensburg that needs upgrades to enhance its recreational value. Grove Street Ballfield is an open space with a blank slate. Preparing park master plans for these two parks will maximize recreation benefits, incorporate suggested facilities and improvements, address ADA requirements, and create enhanced park settings to best meet the needs of residents.

Recommendation 1.3 – Discontinue Carpenter Avenue Playground and Daniel's Tot Lot as Park Sites – These two park sites have little recreational value, in large part due to their very small sizes and poor locations. The time and money spent to maintain and upgrade these sites would be better used to improve other City parks.

Recommendation 1.4 – Create a City Parks and Recreation Fund – A City Parks and Recreation Fund should be developed to hold revenue earned and use it to help pay for repairs and replacement of park facilities. A capital fee should be added to hourly rentals of the ice arena to be set aside for renovations to the arena. A similar capital fee should be added to fees paid per round at the golf course to raise funds for golf course upgrades and improvements to other City parks.

Recommendation 1.5 – Increase Park Maintenance Staff Capacity – The number of park maintenance staff positions should be expanded to improve the maintenance of park areas and recreation facilities. At a minimum, one full-time park maintenance position should be added who would be shared between the golf course and the park areas and recreation facilities. This will enable Recreation Department maintenance staff to keep up with day-to-day golf course and park maintenance tasks and repairs, do a more thorough job, keep playground equipment safe, and complete more frequent park inspections, in writing. With the golf course and ice arena on different seasonal schedules, sharing this employee makes sense.

Recommendation 1.6 – Have a Staff Member Become a Certified Playground Safety Inspector (CPSI) – Every park in the City parks and recreation system contains play equipment. Proper inspection of this equipment and timely maintenance and repairs will help to keep children safe. The CPSI is the industry standard and training for this certification is available in Pennsylvania.



Photo of basketball court at Valley Vue Playground.

Recommendation 1.7 – Add New Recreation Facilities and Amenities – Recreation facilities and amenities should be broadened to meet community needs and to add innovation to the park system. Considering the addition of recreation facilities such as an off-leash dog park, skate park, inclusive playground, disc golf course, bicycle pump track, pickleball courts, and spray ground, would open up the parks to new visitors and uses. These improvements should also be considered:

- Greening the parks through introduction of street trees along street frontages, shade trees in activity areas, colorful shrub and perennial plantings in key locations, pollinator gardens, and rain gardens.
- Repurposing areas of existing parks or a complete park for community gardens for lease by residents.
- Investing in park amenities that enhance the convenience and comfort of visiting parks such as restrooms, shade/tree areas, sitting areas, bike racks, solar charging stations, benches, picnic tables, and trash receptacles.
- Testing out pilot projects such as pilot park space with an area for seating and food trucks and creation of a walking loop between several parks.
- Incorporating public art design elements into park improvements by seeking grants to support art initiatives and nurturing mission-driven collaborations with local art organizations.

Recommendation 1.8 – Increase the Park Maintenance Budget – To properly maintain the City parks, sufficient funds must be budgeted. Because funding is not adequate, the maintenance of all City parks is lacking.

Recommendation 1.9 – Continue to Invest in Playgrounds – Tot play equipment should be added to parks to complement existing youth equipment and meet age-specific guidelines. Gathering areas for socializing, shade, colorful plantings, and where areas permit, a pavilion for birthday party rentals and summer program activities should be added.

Recommendation 1.10 – Introduce Technology to Parks – Technology improvements should be considered as park facilities are updated, such as USB ports in park benches, solar charging stations, and QR code plaques with messages and information of interest.

Recommendation 1.11 – Improve Park Signage – A consistent park sign design that includes the park name and Recreation Department logo should be established and erected at each park. Park rules and regulations, directional/wayfinding, interpretative, and other signs should also be consistent throughout the parks and recreation system.

Recommendation 1.12 – Add Security Cameras at Park Areas and Recreation Facilities – To deter negative activity and improve safety for park visitors, security cameras should be placed in selected parks and at secluded areas of the Five Star Trail.

Recommendation 1.13 – Undertake a Comprehensive Evaluation of Park Trees – The health of trees in the parks is in jeopardy. Many trees have died and been removed. Others are dying or are badly in need of trimming. New trees should also be planted. The City should hire an experienced arborist to do this evaluation and analysis, and as time and money allows, begin to implement the recommendations.

GOAL 1: ACTION PLAN – RENEWAL AND INVESTMENT

Recommendation	Responsibility/Cost	Short-Term 1-3 years	Long-Term 4-10 years
1.1 – Make Deferred Repairs, Maintenance, and Facility Upgrades	City/Rec Department Staff	X	X
1.2 – Undertake Master Site Development Plans for St. Clair Park and Grove Street Ballfield	City/Grant Match \$\$		X
1.3 – Discontinue Carpenter Avenue Playground and Daniel’s Tot Lot as Park Sites	City	X	
1.4 – Create a City Parks and Recreation Fund	City	X	
1.5 – Increase Park Maintenance Staff Capacity	City/1 New Staff Position	X	
1.6 – Have a Staff Member Become a Certified Playground Safety Inspector	Rec Department Staff/\$600	X	
1.7 – Add New Recreation Facilities and Amenities	City/Grant Match \$\$	X	X
1.8 – Increase the Park Maintenance Budget	City/\$25,000+/-	X	
1.9 – Continue to Invest in Playgrounds	City/Grant Match \$\$		X
1.10 – Introduce Technology to Parks	City/Rec Department Staff	X	X
1.11 – Improve Park Signage	City/Rec Department Staff	X	
1.12 – Add Security Cameras at Park Areas and Recreation Facilities	City/Rec Department Staff		X
1.13 – Undertake a Comprehensive Evaluation of Park Trees	City	X	

GOAL 2 – RECREATION FOR ALL

Recommendation 2.1 – Adopt a Written Inclusion Statement – Promoting and valuing the involvement of all persons in recreation program offerings and at park areas and recreation facilities is important. An inclusion statement such as this should be placed on the City’s website: *The Greensburg Recreation Department values diversity as a community asset and is committed to creating inclusive spaces, places, and programs that promote the dignity and respect of all users of its services and facilities regardless of age, race, sex, gender identity, sexual orientation, physical ability, economic background, country of origin, or religious practices.*

Recommendation 2.2 – Make Accessibility Improvements to Meet the Requirements of the Americans with Disabilities Act (ADA) – The necessary accessibility improvements in each park should be identified and a prioritized schedule for addressing deficiencies should be developed. Facility improvements such as accessible routes to facilities, playgrounds with

accessible play features and safety surfacing, accessible picnic tables, and athletic courts and fields with accessible accommodations for players and spectators will allow physically disabled visitors to enjoy the outdoors and are important amenities for older people.

Recommendation 2.3 – Provide Accessibility Information – Providing information on park facility accessibility on the Recreation Department website and through social media would prepare park visitors who need accommodations for what they will or will not be able to access when they arrive at the park.

Recommendation 2.4 – Develop an Inclusive Playground – Meeting the play needs of all children, including those with special needs, is important. An accessible, inclusive playground should be developed as a destination playground with extensive and diverse play elements to appeal to children with and without disabilities.

GOAL 2: ACTION PLAN – RECREATION FOR ALL

Recommendation	Responsibility/Cost	Short-Term 1-3 years	Long-Term 4-10 years
2.1 – Adopt a Written Inclusion Statement	Rec Department Staff	X	
2.2 – Make Accessibility Improvements to Meet the Requirements of the Americans with Disabilities Act	City/Grant Match \$\$	X	X
2.3 – Provide Accessibility Information	Rec Department Staff	X	
2.4 – Develop an Inclusive Playground	City/Grant Match \$\$		X



Example of inclusive play equipment.

GOAL 3 – RECREATION PROGRAM EXPANSION

Recommendation 3.1 – Hire Part-time Program Coordinators – Program coordinators are needed to serve as on-site supervisors for youth sports programs and to direct the summer day camp, to free up the Recreation Program Manager’s time to plan other programs. Program fees should be adjusted to cover the cost of hiring these part-time staff positions.

Recommendation 3.2 – Diversify Recreation Programs – Most Recreation Department programs are sports programs for children. Enrichment programs for children are needed, as are programs for adults and older adults. Family special events should be expanded as well. Potential programs to offer include:

Program Area	Program Ideas
Adult sports	Coed dodgeball league, Coed volleyball league, Coed softball league, Spike ball league, Kickball league, Street hockey league, Ultimate frisbee, Women’s sports leagues
Special events	Outdoor movies, Road/trail races, Daddy/daughter and mom/son dances, Craft shows, Concerts, Community meals, Block parties, Fall fest, Holiday events, Park scavenger hunt, Sports contests, Bark in the park day, Candy cane hunt
Youth sports	Week-long sports camps, Lacrosse, Rugby, Street hockey, Field hockey, Track and field club, Outdoor futsal, Junior golf, Boys’ and girls’ summer basketball leagues, Instructional sports for preschoolers
Teen sports	Basketball, Flag football, Volleyball
Youth and teen activities	Special interest clubs, Outdoor adventure programs, Skateboarding, Before and after school childcare, Expanded summer day camps, Safe Sitter babysitting course, Preschool playground program
Adult activities	Community gardening, Sustainable practices programs, Cooking, Crafts
Adult, youth, and senior fitness	Youth dance, Yoga, Tai chi, Pickleball

Recommendation 3.3 – Develop a Recreation Program Revenue Plan – The Recreation Program Manager plans and conducts an extensive schedule of programs and special events. Additional programming is needed, but will not happen without additional staff. To support hiring additional program staff, a recreation program revenue plan should be developed. Programs should be planned to generate a set amount of net revenue after all expenses have been covered. This net revenue should be used to justify hiring staff to assist with planning and conducting programs.

Recommendation 3.4 – Find Indoor Facilities for Recreation Programs – The City lacks its own indoor locations for recreation programs. This means that to offer recreation programs in cold weather months, indoor locations must be found. Expanding the number of spaces for indoor recreation activities will require partnerships with schools, churches, and businesses. It will be necessary to think outside the box by looking at existing buildings to examine their potential as locations for recreation programs. For example, there may be unused or underutilized space at fire company stations in the City where recreation programs can be held.

Recommendation 3.5 – Begin a Junior Golf Program at the Golf Course – A Junior Golf program should be re-established at the golf course to bring in additional revenue and to expose the next generation to the sport of golf.

GOAL 3: ACTION PLAN – RECREATION PROGRAM EXPANSION

Recommendation	Responsibility/Cost	Short-Term 1-3 years	Long-Term 4-10 years
3.1 – Hire Part-time Program Coordinators	City/Rec Department Staff	X	
3.2 – Diversify Recreation Programs	Rec Department Staff	X	X
3.3 – Develop a Recreation Program Revenue Plan	Rec Department Staff	X	
3.4 – Find Indoor Facilities for Recreation Programs	Rec Department Staff	X	
3.5 – Begin a Junior Golf Program at the Golf Course	Rec Department Staff	X	



Photo of The Aerobic Center at Lynch Field, a non-City owned facility.

GOAL 4 – RELATIONSHIP AND CAPACITY BUILDING

Recommendation 4.1 – Establish a Greensburg Parks and Recreation Partners Organization – The City’s advisory parks and recreation board was dissolved in 2019. Rather than reinstate this board, a new group should be formed as a 501c3 to raise funds for parks and recreation system improvements and raise the public’s awareness of the parks and recreation system. The focus of this new group’s work would be to facilitate the implementation of this Comprehensive Recreation, Park, and Open Space Plan and expand recreational opportunities, improve parks, build a sense of community, and strengthen City identity. The Board of Directors of the Greensburg Parks and Recreation Partners should be high-profile community leaders and business people, plus City staff and elected official representatives. Funds raised by the Parks and Recreation Partners should go into a Greensburg Parks and Recreation Improvement Fund that is managed by the group to be earmarked to improve parks and to develop new recreation programs and facilities. The Greensburg Parks and Recreation Partners should sponsor fundraising events, accept donations at special events, develop a sponsorship solicitation package for programs and park amenities, obtain business sponsorships, develop a signature fundraiser for City park improvements, and leverage personal and professional contacts for financial gifts and donations to benefit the parks and recreation system. If either of the two small City mini parks are sold, funds from the sale should be deposited into the improvement fund.

Recommendation 4.2 – Reinstate the Position of Parks and Recreation Director – The Recreation Department needs a leader to spearhead implementation of this Plan. A Parks and Recreation Director should be appointed to provide direction to staff, pull them together to function as a cohesive team, establish new partnerships, and bring in new revenue to support the Recreation Department’s operation and growth. A current staff member may be promoted to Parks and Recreation Director and/or candidates may be recruited from outside the Department. If a staff member is promoted, the vacant position should be filled.

Recommendation 4.3 – Continue to Apply for Grant Funds – The adoption of this Comprehensive Recreation, Park, and Open Space Plan will improve the City’s chances of receiving state grants for parks and recreation improvements. City capital funds will be needed to match grant funds. Funds raised by the Greensburg Parks and Recreation Partners may also be used to match grant funds.

Recommendation 4.4 – Explore Recreation Programs Funded Regionally – Greensburg Recreation Department programs are offered to residents of the Greensburg-Salem School District as a whole, but are funded solely by the City of Greensburg. Funding recreation programming regionally should be explored. With the help of the three other municipalities that make up the School District, and the School District itself, the number and variety of programs could be expanded, and all age groups could be served. The City should apply for a DCNR Peer-to-Peer technical assistance grant (\$10,000 with a \$1,000 local match) to conduct a study to explore regional recreation programming.

Recommendation 4.5 – Sponsor a Love Your Park Week – Holding a volunteer City-wide park clean-up week in the spring on the last week of April or first week of May would pull residents together to help get the parks in shape for the spring and summer months and expand public awareness of the City parks and recreation system.

Recommendation 4.6 – Implement Differential Pricing at Golf Course and Ice Arena – To maximize the revenue earned at recreation facilities, the Recreation Department should implement differential and dynamic pricing strategies. For example, golf course rates during prime time hours should be higher. On Saturday, Sunday, and holidays, rates should be highest from open to noon, slightly lower from noon to 4 p.m., and lowered again from 4 p.m. to close. This same concept should apply to weekday rates.

Recommendation 4.7 – Expand Capacity through Partnerships – Forming new strategic partnerships will advance the mission of the Recreation Department. On-going, innovative partnerships are needed to supplement municipal funding for parks and recreation. The City of Greensburg should:

- Find a business or civic group to match with Lynch Field to fund raise for park improvements and provide volunteers for recreation activities.
- Begin partnerships with Excelsa Health Westmoreland Hospital and other health care agencies for promotion of outdoor park experiences, self-directed recreation opportunities, and programmed recreation opportunities, keying on the important link between physical activity and better health.
- Expand the recreation program schedule by offering programs in partnership with other organizations.
- Identify expertise that the Recreation Department needs such as marketing and promotion and actively pursue partners in those areas, particularly among the City’s higher education agencies such as Seton Hill University and University of Pittsburgh-Greensburg.

GOAL 4: ACTION PLAN – RELATIONSHIP AND CAPACITY BUILDING

Recommendation	Responsibility/Cost	Short-Term 1-3 years	Long-Term 4-10 years
4.1 – Establish a Greensburg Parks and Recreation Partners Organization	City	X	
4.2 – Reinstate the Position of Parks and Recreation Director	City/\$60,000+/-	X	
4.3 – Continue to Apply for Grant Funds	Rec Department Staff	X	X
4.4 – Explore Recreation Programs Funded Regionally	City with School District and Municipalities/\$1,000 match for \$10,000 grant		X
4.5 – Sponsor a Love Your Park Week	Rec Department Staff	X	
4.6 – Implement Pricing Strategies for Revenue Generating Recreation Facilities	Rec Department Staff	X	
4.7 – Expand Capacity through Partnerships	Rec Department Staff	X	X



Aerial photo of downtown Greensburg.

GOAL 5 – IDENTITY AND AWARENESS

Recommendation 5.1 – Brand the Parks as a Cohesive System – To begin to promote the parks as a cohesive system, the following actions should be implemented:

- Adopt the mission statement and vision statement presented in this Plan.
- Develop a new logo for the Recreation Department.
- Design and install new unified park entrance signs and standard park rules and regulations signs.
- Develop consistent names for each park and eliminate references to different names.
- Develop a downloadable park system map showing the location of each park and the amenities available.
- Develop a tagline for the Recreation Department.

Recommendation 5.2 – Develop a Marketing Plan – A community-minded public relations and marketing firm should be identified that would offer its help pro bono or at a greatly reduced cost to develop a marketing plan for the Recreation Department. The marketing plan should address ‘brand’ recognition through strategies such as signage standards, logo development, improved outreach efforts and information distribution, and social media strategies. A broad array of techniques should be used to reach diverse audiences including social media influencers, bloggers, park and program banners, word of mouth networks, and program participant and park user testimonials.

Recommendation 5.3 – Prepare and Distribute an Annual Report – An annual report that features highlights from the past year including important projects completed, participation numbers, volunteer spotlights, special event and program successes, photos of people enjoying the parks and programs, and the conditions and needs of the parks and recreation system should be prepared and distributed to local opinion and public leaders who can advocate for funding and partnerships.

Recommendation 5.4 – Change the Department Name – The title of the Recreation Department should reflect the facilities it operates and its overall responsibilities, especially its parks responsibilities. A suggested new title for the Department is Greensburg Parks and Recreation, dropping the word ‘Department’ which is not needed.

GOAL 5 ACTION PLAN– IDENTITY AND AWARENESS

Recommendation	Responsibility/Cost	Short-Term 1-3 years	Long-Term 4-10 years
5.1 – Brand the Parks as a Cohesive System	City/Rec Department Staff	X	X
5.2 – Develop a Marketing Plan	Rec Department Staff	X	
5.3 – Prepare and Distribute an Annual Report	Rec Department Staff	X	
5.4 – Change the Department Name	City	X	



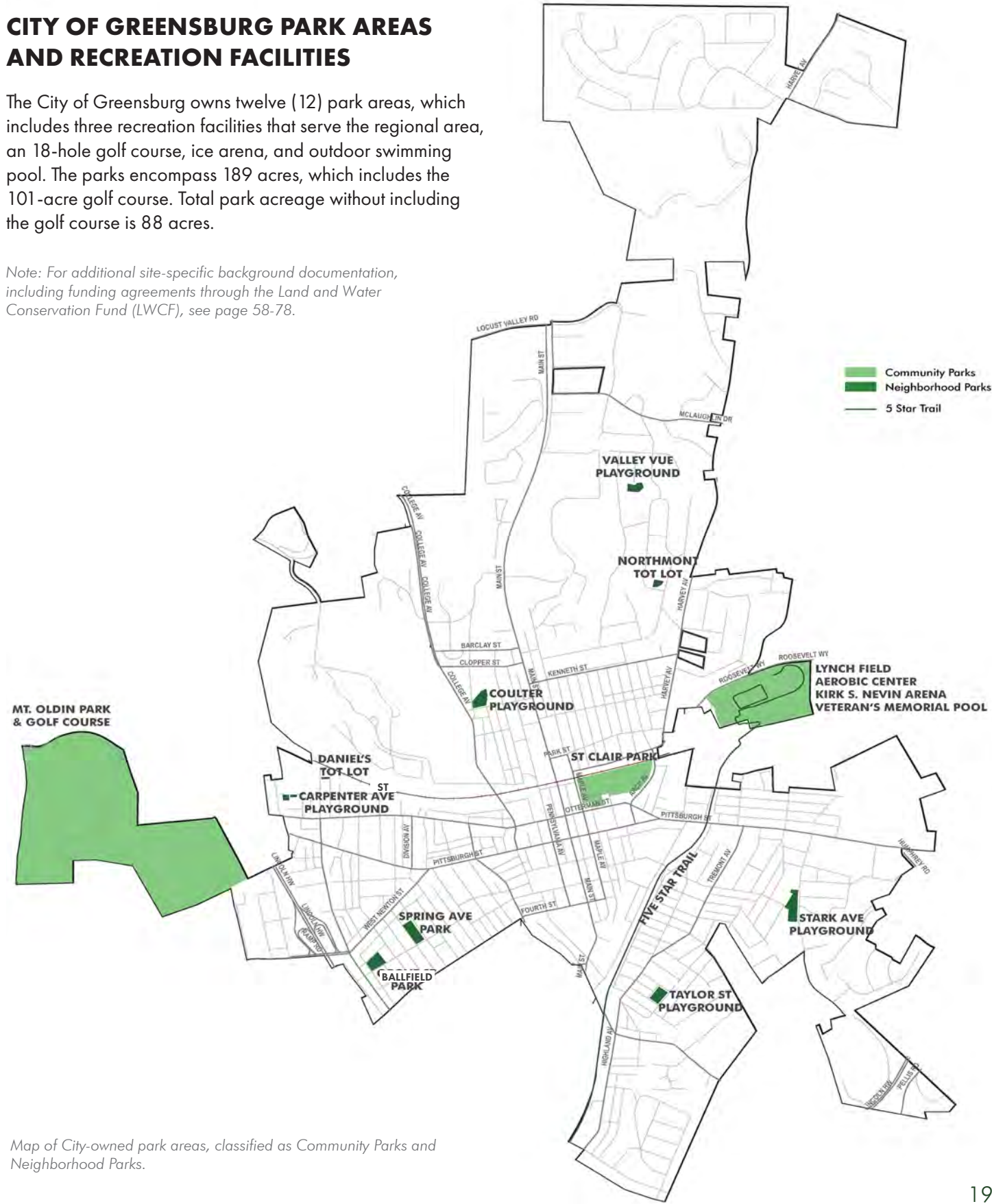
Photo of entrance to St. Clair Park.

05
INVENTORY AND ASSESSMENT

CITY OF GREENSBURG PARK AREAS
AND RECREATION FACILITIES

The City of Greensburg owns twelve (12) park areas, which includes three recreation facilities that serve the regional area, an 18-hole golf course, ice arena, and outdoor swimming pool. The parks encompass 189 acres, which includes the 101-acre golf course. Total park acreage without including the golf course is 88 acres.

Note: For additional site-specific background documentation, including funding agreements through the Land and Water Conservation Fund (LWCF), see page 58-78.



Map of City-owned park areas, classified as Community Parks and Neighborhood Parks.

Thomas Lynch Field Complex

The Thomas Lynch Field Complex is a 35.5-acre community park that contains three baseball fields, play equipment areas, two picnic pavilions, a loop walking path, Kirk S. Nevin Arena, Veterans' Memorial Swimming Pool, a trailhead for the Five Star Trail, a flat open space area used for Recreation Department programs, and the Aerobic Center, a non-City owned facility. The park is surrounded on three sides by Hempfield Township with Shuster Field located in the Township. The Lynch Field Complex has served as a recreational area for the City of Greensburg since the late 1800's. It was the home of the Westmoreland County Fair, then became the Greensburg Race Track (harness horse racing), and then was the home of the Greensburg Polo Club. Thomas Lynch purchased the land in 1951 and donated it to the Greensburg School Board which in turn donated it to the City of Greensburg.



EXISTING CONDITIONS

- 35.5 acres.
- Greensburg Recreation Department offices.
- Kirk S. Nevin Ice Arena.
- Veteran's Memorial Swimming Pool, lighted.
- The Aerobic Center.
- Five Star Trail head.
- 2 pavilions with grills.
- 3 ball fields, 2 lighted, batting cages, metal bleachers, 1 outfield used for soccer, flat grass areas.
- Permanent restrooms.
- Youth and tot play structures.
- Half basketball court.
- Loop walking path with lighting.

VISION

Recreation:

Add dugouts and scoreboards to the ball fields. Add mile markers to the walking path. Consider removing bike riding ban and dog ban. Remove many of the unnecessary signs throughout the park. Add color to park facilities. Add benches along walking loop in shaded areas. Replace light pole banners with colorful Greensburg Parks and Recreation banners. Repair or replace pavilion grills. Add swings.

Accessibility:

Add handicapped accessible picnic tables at each pavilion. Add accessible pathways that connect to the ball fields, player's benches, batting cages, and spectator areas. Add accessible pathways to play structures and pavilions.

Maintenance:

Remove damaged swings. Repair sand volleyball court. Add mulch to play structure surfaces and maintain it on a regular basis. Enclose small storage pavilion along walking path. Repair or replace wooden railings throughout park. Replace trash receptacles. Remove logs and fallen tree limbs. Prune trees.



Veterans' Memorial Swimming Pool

The Veterans' Memorial Swimming Pool was constructed in 1960. A close to \$1 million renovation of the pool complex in 2018 included a splash pad with multiple water features, zip-line, three-chute water slide, zero-depth pool entry, a new main entrance, pavilion for parties and after-hours rentals, handicapped accessible ramps to the main pool and splash pad, updated bathrooms, and a new handicapped accessible bathroom. Admission to the pool is based on a season pass or daily rate. Veterans' Memorial Pool hosts Bingo in the Park on Wednesday evenings and offers swim lessons. The Recreation Department offers free lifeguard certification classes at the Aerobic Center for lifeguards who commit to working at the swimming pool.



Kirk S. Nevin Arena

In 1968, the Kirk S. Nevin Arena was opened to the public. The arena offers seasonal ice-skating from mid-August through mid-March along with recreational hockey events and games. Weekday public skate sessions are held Monday through Friday, 10 a.m. to 12 p.m., along with Wednesdays and Fridays from 1:15 to 3:15 p.m. Weekend public skate sessions are held Friday and Saturday evenings from 8 to 10 p.m., and Sunday afternoons from 2 to 4 p.m. Stick time sessions are offered for hockey players Monday through Friday from 12 to 1 p.m. The arena is rented by local ice hockey clubs for practices and games. In the spring and summer months, the arena is used for Recreation Department programs.

Note: See pages 58-78 for Land and Water Conservation Fund (LWCF) documentation regarding Lynch Field.



Mt. Odin Golf Park

The 141-acre Mt. Odin Golf Park is owned and operated by the City of Greensburg. The 101-acre, 18-hole golf course features a pro shop, snack bar, and driving range, and offers men's and women's league play, adult and junior golf clinics, and golf lesson and membership packages. The 40-acre park contains three pavilions and a large soccer area and playground.

EXISTING CONDITIONS

- 141 acres (101 golf course, 40 park).
- Driving range.
- Pro shop and snack bar.
- Cart storage building and maintenance garage.
- 3 pavilions with block grills, 20-25 wooden picnic tables.
- Soccer field with goals and player's benches, lights mounted on pavilion.
- Youth play structures.
- Swings, 2 tot, 4 youth.
- Permanent restrooms.
- Log cabin.
- Square stone pavilion.

VISION

Recreation:

Add new park entrance signs similar to those at Lynch Field. Add split rail fencing. Add benches in shaded areas at the play structures and swings. Repurpose asphalt pads near play equipment with asphalt games such as four-square and hopscotch. Add park rules and regulations signs. Replace the very large 'no outside alcohol allowed' sign with a welcome sign to identify the golf course that includes this message.

Accessibility:

Add handicapped accessible picnic tables at each pavilion. Add accessible pathways from parking areas to the play structures, swings, and benches. Add directional signs within the park to the facilities.

Maintenance:

Add mulch to play structure and swings surface and maintain it on a regular basis. Decide what to do with the log cabin near the play structure.



St. Clair Park

The City of Greensburg's 10-acre St. Clair Park contains two play equipment areas, rolling hills, mature trees, monuments, restrooms, and the Robert Shaw Amphitheater. This popular venue is home to the SummerSounds Concert Series along with concerts by the Westmoreland Symphony Orchestra in the summer months.



Note: See pages 67-78 for Land and Water Conservation Fund (LWCF) documentation regarding St. Clair Park.

EXISTING CONDITIONS

- 10 acres.
- Robert Shaw Amphitheater.
- Youth and tot play structures.
- Swings, 2 tot, 2 youth.
- 3 benches.
- Paved walkway through park.
- Monuments scattered throughout park.
- Mature trees.
- Decorative lamp posts.
- Permanent restrooms.
- Bicentennial time capsule.
- Historic log cabin, used for storage.

VISION

Recreation:

Prepare a park master plan to develop and renovate this park. St. Clair Park is a special place that should be much better celebrated and used by the public. Consider consolidating monuments to one section of the park to open up park space. Lengthen the paved walkway. Add benches at play structures in shaded areas. Consider adding a dog park.

Accessibility:

Add accessible pathways from the paved walkway to the play structures, swings, and benches. Add parking along alley near the play equipment with an accessible pathway.

Maintenance:

Add mulch to play structure and swings surface and maintain it on a regular basis. Level and repair the ground under the park benches. Paint swings. Paint walkway railings. Remove tree stumps and plant trees. Remove dead leaves. Prune trees.

NEIGHBORHOOD RECREATION AREAS

The City owns nine (9) small neighborhood recreation areas:

Spring Ave Park (5th Ward Playground)

A 1.3-acre playground in the City's 5th ward with a large play equipment structure and basketball court.



EXISTING CONDITIONS

- 1.3 acres.
- Youth play structure.
- Half basketball court, paved.
- 6 picnic tables (3 on asphalt pad, 2 in grass, 1 on basketball court).
- Asphalt play area.
- Swings, 2 tot and 2 youth.
- Security lighting.
- 2 benches.
- On-street parking.

VISION:

Accessibility:

Accessible pathways to recreation facilities are missing. Upgrades to accessibility will be made when the park is renovated. Add security lighting and security cameras.

Maintenance:

Replace or remove damaged picnic tables. Add mulch to play structure and swings surface and maintain it on a regular basis.

Master Plan:

A Master Plan was recently completed for the Spring Ave Park in 2021 and efforts are currently underway to begin implementation. The master plan proposes a variety of facility upgrades and programming opportunities, all designed to improve the quality of life for residents within the surrounding neighborhood.



Image of final conceptual site plan from 2021 Master Plan.

Coulter Playground

A 2.2-acre playground located just below Seton Hill University consisting of a large play equipment structure, swing set, basketball court, and open space.



EXISTING CONDITIONS

- 2.2 acres.
- Youth play structure.
- Full basketball court, paved.
- Swings, 6 youth, 4 tot.
- 2 park benches.
- Giant bunny.
- On-street parking.
- Green space.

VISION

Recreation:

Add park sign and rules and regulations sign. Add player's benches at basketball court. Resurface and reline basketball court. Consider color coating surface. Add a small pavilion near play structure.

Accessibility:

Add a paved or modified gravel walkway with accessible pathways that connect to the play structure, swings, and basketball court. Add directional sign from the street to identify park location. Add security lighting and security cameras in strategic locations.

Maintenance:

Add mulch to play structure surface and swings and maintain it on a regular basis. Paint play equipment. Repair park entrance where cracked asphalt and uncovered brick exists. Remove wooden benches at basketball court. Decide what to do with the giant bunny. Repair rusted chain link fencing. Replace damaged park benches. Replace trash receptacle. Prune trees.

Note: See pages 67-78 for Land and Water Conservation Fund (LWCF) documentation regarding Coulter Playground.

Stark Ave Playground (7th Ward Playground)

A 1.7-acre playground in the City's 7th ward with a basketball court and large play equipment structure.



EXISTING CONDITIONS

- 1.7 acres.
- Youth play structure.
- Half basketball court, paved.
- 3 picnic tables on basketball court.
- 7 benches.
- 2 trash receptacles.
- Chain link fencing along street frontage.
- On-street parking.

VISION

Recreation:

This site was renovated in 2017 with new play equipment and amenities. Add park sign and rules and regulations sign. Add small, covered pavilion for picnic tables. Add player's benches at basketball court. Add benches in shaded areas at play structure.

Accessibility:

Add an accessible pathway to the play structure from the parking lot. The play structure includes a number of handicapped accessible elements.

Maintenance:

Facilities are newer and are maintained in nice shape. Playground inspections should be done on a regular basis.

Valley Vue Playground

A 1.2-acre playground that includes a play equipment structure, swing set, small pavilion, and basketball court.



EXISTING CONDITIONS

- 1.2 acres.
- Youth play structure.
- Swings, 2 tot, 2 youth.
- Pavilion with stone surface.
- Full basketball court, paved.
- 1 picnic table.
- On-street parking.

VISION

Recreation:

Add park sign and rules and regulations sign. Add player's benches at basketball court. Resurface and reline basketball court. Consider color coating surface. Add asphalt surface to pavilion. Add picnic tables and grill. Provide electric service to pavilion. Add benches with shade at play structure. Plant trees.

Accessibility:

Add a paved or modified gravel walkway with accessible pathways that connect to the play structure, swings, benches, pavilion, and basketball court. Add handicapped accessible picnic tables. Add directional sign from the street to identify park location.

Maintenance:

Add mulch to play structure and swings surface and maintain it on a regular basis. Paint swings. Remove dead logs and tree limbs. Replace trash receptacle. Prune trees.

Grove St Ballfield

A 1.1-acre green space that was once a baseball field.



EXISTING CONDITIONS

- 1.1 acres.
- Former baseball field.
- Grass open space area.
- On-street parking.

VISION

Recreation:

Currently green open space with no improvements made. Prepare a park master plan to develop this park area. The site could potentially become a dog park, community gardens, splash ground, or skatepark, none of which the City currently operates.

Accessibility:

As park improvements are made, accessibility must be factored in, both to access the park from the streets, and to travel between any recreation facilities installed in the park.

Maintenance:

Beyond mowing the grass and removing litter, there are no maintenance needs presently at this park. Remove park closes at 9 p.m. sign.

Taylor St Playground (8th Ward Playground)

A 0.4-acre playground that is a part of a long-term lease agreement with Seton Hill University which occupies three-quarters of the lot. The City is responsible for the play equipment, swing set, basketball court, and the green space on the east side of the play equipment.



EXISTING CONDITIONS

- 0.4 acres.
- Youth play structure.
- Swings, 2 tot and 6 youth.
- Half basketball court, paved.
- Flat grass area.
- 3 benches, 1 picnic table.
- Former elementary school building leased to Seton Hill Early Childhood Learning Center.
- Park is surrounded by chain link fencing.
- Small parking lot.

VISION

Recreation:

Add park sign and rules and regulations sign. Add benches in shaded areas. Add player's benches at basketball court.

Accessibility:

Add an accessible pathway to get to the youth play structure and swings, which are surrounded by grass on all sides.

Maintenance:

Work out a maintenance arrangement with Seton Hill for its help in maintaining this park. Add mulch to swings surface and maintain it on a regular basis. Replace trash receptacle.

Ludwick St/Carpenter St Playground

A .3-acre space with a basketball court and lawn area.



EXISTING CONDITIONS

- 0.3 acres.
- Half basketball court, paved.
- Green space at front of park.
- On-street parking.

VISION

Recreation:

Site is too small and poorly located to function as a park. It is recommended to discontinue use of this site as a park rather than to spend time and money to maintain it. Consider turning this property into neighborhood parking or exploring the sale of this property.

Accessibility:

This park is not handicapped accessible in its present condition.

Maintenance:

Remove graffiti spray painted on basketball court. Remove playground closes at 9 p.m. sign. Remove basketball equipment.

Daniel's Tot Lot

A .09-acre tot lot with a small play equipment structure.



EXISTING CONDITIONS

- 0.09 acres.
- Youth play structure.
- Chain link fencing on three sides of the site.
- On-street parking.

VISION

Recreation:

Site is too small to function as a park. It is a lot sandwiched between two houses in the middle of the block. It is recommended to discontinue use of this site as a park rather than to spend time and money to maintain it. Consider turning this park into a community garden site to be maintained by the neighborhood or exploring the sale of this property.

Accessibility:

Add an accessible entrance into the park from the sidewalk. Currently steps lead into the park from the sidewalk, making the park itself inaccessible.

Maintenance:

Remove the existing play structure and deteriorated park sign.

Note: See pages 67-78 for Land and Water Conservation Fund (LWCF) documentation regarding Daniel's Tot Lot.

Northmont Tot Lot

A 0.3-acre tot lot that includes a tire swing, play equipment structure, and swing set.



EXISTING CONDITIONS

- 0.3 acres.
- Tot play structure.
- Swings, 2 tot, 2 youth, tire swing.
- 1 bench.
- Mature trees.
- Asphalt pad at top of park.
- On-street parking.

VISION

Recreation:

Replace the play structure. Add benches at play structure in shaded areas. Add park sign and rules and regulations sign. Add small, covered pavilion on asphalt pad at top of park for program use and rentals.

Accessibility:

Add an accessible pathway to get to the youth play structure and swings, which are surrounded by grass on all sides. Add directional sign from the street to identify park location.

Maintenance:

Add mulch to play structure and swings surface and maintain it on a regular basis. Remove dead leaves. Replace trash receptacle. Prune trees.

Note: See pages 67-78 for Land and Water Conservation Fund (LWCF) documentation regarding Northmont Tot Lot.

Five Star Trail

The Five Star Trail is a 7.8-mile rail-trail that passes through five municipalities: City of Greensburg, Hempfield Township, and South Greensburg, Southwest Greensburg, and Youngwood Boroughs. It spans between the City's Lynch Field and Youngwood where it connects to the Sewickley Creek Trail. Featuring a crushed limestone surface, the handicapped accessible trail offers recreational opportunities for walking, jogging, bicycling, and cross-country skiing as well as an alternative transportation resource. Parking is available at the Lynch Field trailhead. The Westmoreland County Bureau of Parks and Recreation and the Regional Trail Corporation are partners in the operation of the Five Star Trail along with the municipalities that the trail passes through.

EXISTING CONDITIONS

- 7.8 miles through five municipalities.
- Trail head at Lynch Field.

VISION

Recreation:

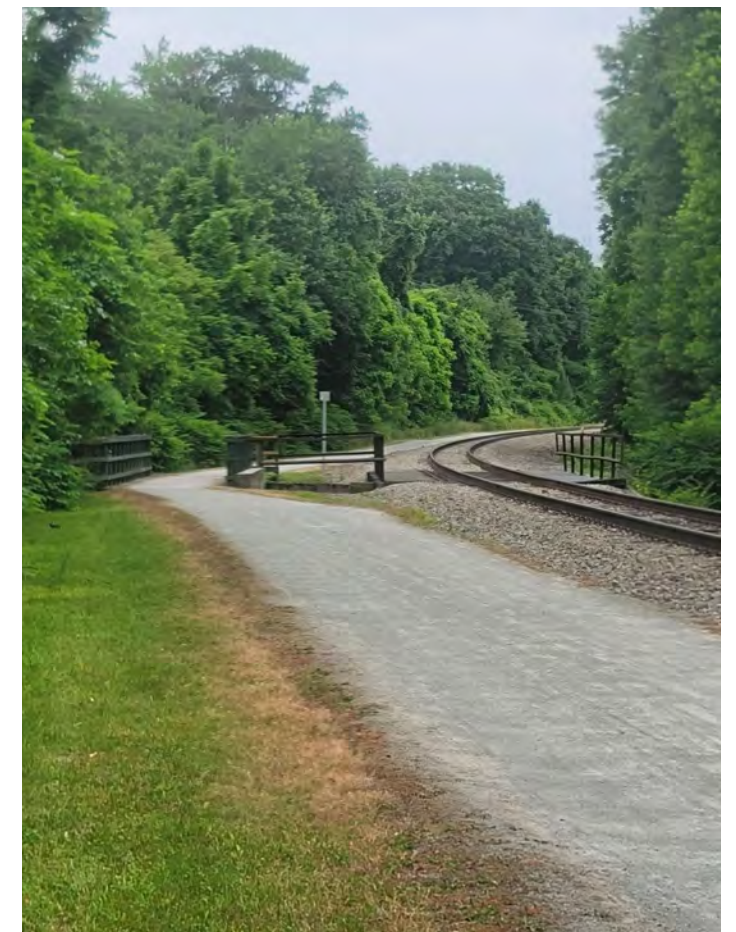
Implement the recommendations of the multi-modal transportation plan. Add lighting on the City sections of the trail. Link the trail where appropriate to parks, schools, and streets. Add trash receptacles.

Accessibility:

Add signage that better marks the trail head at Lynch Field.

Maintenance:

Remove tree limbs and litter as needed. Monitor homeless campsites along trail.



Armory Building

The City of Greensburg owns a former Pennsylvania National Guard Armory which is currently under a 99-year lease to the YMCA of Greensburg. The YMCA operates a large youth gymnastics program at the Armory.

Greensburg Garden and Civic Center

The Greensburg Garden and Civic Center was donated to the City by Katherine Mabis McKenna. The City of Greensburg leases the building to the Westmoreland Cultural Trust. The Center is a multi-use facility utilized for meetings, education, and special events by more than 100 organizations.

Parkland and Recreation Facility Assessment

Availability of parkland, diversity of recreation facilities, and access to open space contributes to a community’s quality of life. The City of Greensburg offers a mix of park areas, trails, and recreation facilities for its residents. Active sports facilities, coupled with pavilions, trails, and playgrounds, draw residents of all ages and backgrounds to the parks.

Parkland and recreation facilities in the City of Greensburg are assessed based on six factors:

- 1) Configuration of parkland
- 2) Amount of parkland
- 3) Location of parks
- 4) Types of recreation facilities
- 5) Population demographics
- 6) Condition of parkland and recreation facilities



Photo of Spring Ave Park located within 5th Ward.

CONFIGURATION OF PARKLAND

Different types of parks provide different opportunities for residents. The National Recreation and Park Association (NRPA) categorizes parks into eight types as shown in Figure 1. The classification system shows the range of park types, their benefits, typical amenities, typical size and service area, and the appropriate maintenance level for each park type.

FIGURE 1 NRPA PARK AND RECREATION CLASSIFICATION SYSTEM				
Type/Size/Service Radius	Definition	Benefits	Appropriate Amenities	Maintenance Level
Mini Park 0-5 acres ¼-mile service radius	Smallest park type; addresses limited recreation need.	<ul style="list-style-type: none">Provides close-to-home recreation	<ul style="list-style-type: none">PlaygroundBenches	High level of maintenance associated with well-developed park and playground and reasonably high visitation.
Neighborhood Park 5-15 acres minimum ½-mile service radius	Focus of neighborhood; in walking/ biking distance of residents.	<ul style="list-style-type: none">Provides access to basic recreation opportunitiesContributes to neighborhood identityEstablishes sense of community	<ul style="list-style-type: none">Play areasBallfields and game courtsPicnic, seatingPathwaysCommunity gardens	High level of maintenance associated with well-developed park and reasonably high visitation.
Community Park 30-50 acres, preferably 50-80 acres 2-mile service radius	Large park for active and passive recreation; serves residents municipality-wide. Accommodates large groups.	<ul style="list-style-type: none">Variety of recreation opportunities for all ages and interestsSpace for organized, large scale, high participation eventsFamily destinationFitness and wellness opportunities	<ul style="list-style-type: none">Play areasOrganized sports facilitiesPavilionsPermanent restroomsLightingAmphitheatersPools, RinksPathwaysParking	Moderate level of maintenance associated with moderate level of development, budget restrictions, inability to perform higher levels of maintenance. Potential for park “friends” or adopt-a-park partners.
School/Community Park Variable	Parkland adjoining a school developed and used for both recreation and education under an agreement between municipality and school district.	<ul style="list-style-type: none">Combines two public entities for expanded year-round recreation.Maximizes public resourcesExpands recreation opportunities	<ul style="list-style-type: none">Youth-oriented game courts and ball fieldsPlay areasSeatingPathwaysLightingParking	Moderate level of maintenance associated with moderate level of development, budget restrictions.

FIGURE 1 NRPA PARK AND RECREATION CLASSIFICATION SYSTEM				
Sports Complex 30+ acres; preferably 50-80 acres	Consolidates sports fields and related facilities in a centralized location.	<ul style="list-style-type: none">Economy of scaleImproved managementMunicipal showcaseAttracts visitors who stimulate local economy	<ul style="list-style-type: none">Ball fieldsLightingSpectator areasRestroomsConcessionsLandscapingParking	State-of-the-art maintenance applied to high quality facilities. Associated with high visitation, revenue generating facilities, tourism.
Special Use Facility Variable	Facility for a single purpose use.	<ul style="list-style-type: none">Provides special focus recreation opportunitiesContributes to community identity	<ul style="list-style-type: none">Depends on purpose	High level of maintenance associated with well-developed park and reasonably high visitation.
Greenway and Trail Variable	Ties park areas and community together to form a contiguous park environment.	<ul style="list-style-type: none">Connects communityReduces auto dependencyImproves air qualityDesired recreation facilityAttracts visitors	<ul style="list-style-type: none">Pathways – multipurposeTrailheadsSupport facilitiesSignage	Lowest level of maintenance. Focus on trailheads and trail safety.
Natural Resource Area/ Preserve Variable	Natural areas for the protection and management of natural environment.	<ul style="list-style-type: none">Protects resourcesProvides wildlife habitatOffers opportunities for environmental education	<ul style="list-style-type: none">TrailsSignageSupport facilities	Lower level of maintenance.



Photo of play equipment at Stark Ave Playground.

Figure 2 presents an inventory of parkland, trails, and recreation facilities owned and operated by the City of Greensburg. In addition to City-owned sites, outdoor parks and recreation opportunities are available to residents at state and county parks and municipal parks in neighboring communities.

FIGURE 2 CITY OF GREENSBURG PARK AREA AND RECREATION FACILITY INVENTORY			
City Park/Trail/ Recreation Site	Acres	Park Type	Comments/Facilities
Carpenter Avenue Playground	0.3	Mini Park	Half basketball court
Coulter Playground	2.2	Mini Park	Full basketball court, play structure, swings
Daniel’s Tot Lot	0.09	Mini Park	Play structure
Grove Street Ballfield	1.1	Mini Park	Open space
Northmont Tot Lot	0.3	Mini Park	Play structure, swings
Spring Ave Park	1.3	Mini Park	Half basketball court, play structure, swings, picnic tables
Stark Ave Playground	1.7	Mini Park	Half basketball court, play structure, picnic tables
Taylor Street Playground	???	Mini Park	Half basketball court, play structure, swings
Valley Vue Playground	1.2	Mini Park	Full basketball court, play structure, swings, pavilion
St. Clair Park	10.0	Neighborhood Park	Amphitheater, play structures, swings, paved walkways, monuments
Lynch Field	35.5	Community Park	Ice arena, outdoor swimming pool, play structures, 3 baseball fields, soccer field in outfield, 2 pavilions, restrooms, half basketball court, loop walking path, Recreation Department offices
Mt. Odin Golf Park	141 (40 is community parkland)	Special Use Facility	Golf course, driving range, pro shop, snack bar, play structures, swings, soccer field, 3 pavilions, restrooms
Five Star Trail	7.8 miles total length	Greenway and Trail	Trail head at Lynch Field
Total Acres	189 with golf course; 88 with parkland only		

City of Greensburg parks align with the Mini Park, Neighborhood Park, Community Park, Special Use Facility, and Greenway and Trail classifications. Nine of the City’s park areas are small mini parks. The City has only one park area that is appropriately sized to be classified as a neighborhood park, St. Clair Park. The City has one community park, Lynch Field, and a trailhead for a rail trail, the Five Star Trail. The City owns no natural resource areas/ preserves.

AMOUNT OF PARKLAND

How much parkland does the City of Greensburg need to meet the recreation needs of residents according to NRPA standards? Currently the City of Greensburg owns 88 acres of active parkland in 12 park sites. The 101-acre Mt. Odin Golf Course is not factored into acreage standards as it is a special use facility open for those who pay golf course fees and is not accessible as public parkland. The portion of the property that is the Mt. Odin Golf Park, which is 40 acres, is considered as active parkland and included in the total active parkland acreage for the City of Greensburg.

Parkland is typically evaluated on a population ratio method that considers the acres of active parkland per 1,000 residents. A population ratio method follows the logic that the amount of active parkland in a community should relate to the population to be served by the parkland. Simply put, the population of a community will drive the number of ballfields and basketball courts a community needs to provide. As a community’s population grows or declines, so does the need for active parkland.

The prevailing standard for active parkland acreage has been 10-acres per 1,000-population. This standard was first referenced in *National Park, Recreation, and Open Space Standards* published by NRPA in 1969. In 1995, in its *Park, Recreation, Open Space, and Greenway Guidelines*, NRPA promoted a shift away from reliance on an absolute national standard (10 acres/1,000 persons), to increasing community self-direction where the number of acres of active parkland is based on what residents determine is best for themselves. NRPA recognized that each community is different and decisions on the amount of active parkland for a community should be made on a local level.

The 10-acre standard is still used across the country as a starting point to evaluate if communities have sufficient active parkland. The first step in assessing if the City of Greensburg has enough parkland to meet the 10 acres per 1,000 resident standard is to evaluate the current active parkland acreage, based on population. A calculation reveals that the City of Greensburg has 5.9 acres of active parkland per 1,000 residents based on the City’s 2020 U.S. Census population of 14,976.

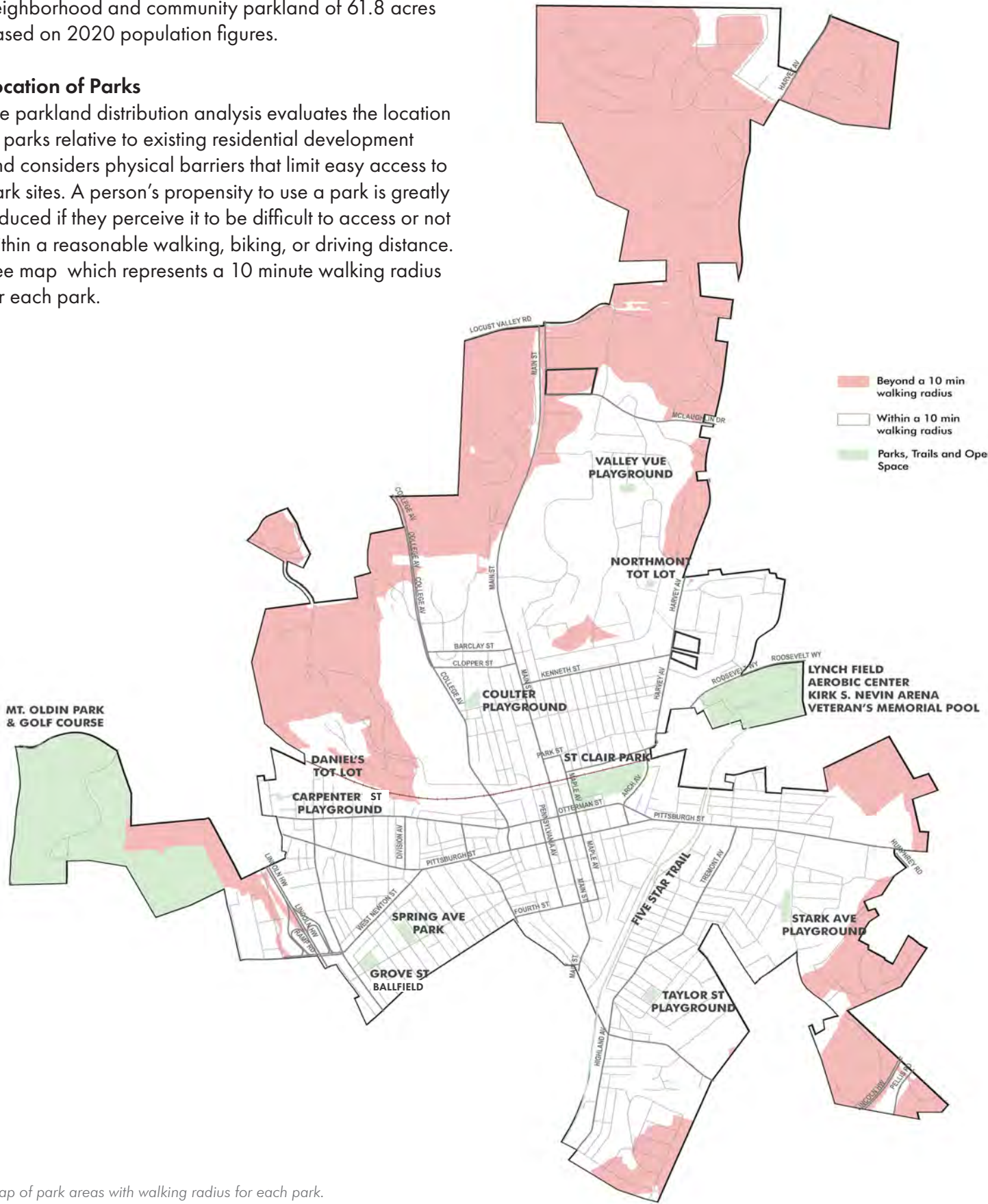
14,976 (2020 population) ÷ 1,000 = 14.976
88 acres (active parkland acreage) ÷ 14.976 = 5.9 acres of active parkland/1,000 residents
City of Greensburg 2020 Active Parkland Acreage Standard = 5.9 acres of parkland/1,000 residents
For assessment purposes, the minimum standard of 10 acres is divided between community parks (8 acres) and neighborhood parks (2 acres). Figure 3 compares the 2020 City population with the existing active parkland acreage when divided by community and mini/neighborhood parks.

FIGURE 3 City of Greensburg Active Parkland Acreage/NRPA Standards Analysis 10-Acre Standard – 2020 Population			
Park Type	Existing Active Parkland Acreage	Recommended Acres	2020 Difference (-) Excess (+)
Community Parks @ 8 Acres/ 1,000 Population	75.5	119.8	(-44.3)
Mini/Neighborhood Parks @ 2 Acres/ 1,000 Population	12.5	30.0	(-17.5)
Totals (Total Community Park + Mini/Neighborhood Park)	88.0	149.8	(-61.8)

The City of Greensburg has a total deficit of neighborhood and community parkland of 61.8 acres based on 2020 population figures.

Location of Parks

The parkland distribution analysis evaluates the location of parks relative to existing residential development and considers physical barriers that limit easy access to park sites. A person’s propensity to use a park is greatly reduced if they perceive it to be difficult to access or not within a reasonable walking, biking, or driving distance. See map which represents a 10 minute walking radius for each park.



Map of park areas with walking radius for each park.

Types of Recreation Facilities

The City's one community park provides a diversity of active recreation facilities for residents to enjoy. Facilities include baseball and softball fields, picnic pavilions, ice arena, walking loop trail, rail-trail access, and outdoor swimming pool. According to the Pennsylvania Outdoor Comprehensive Recreation Plan, walking is ranked as the recreation activity with the highest participation and trails are the highest desired park facility statewide. The park loop trail and the Five Star Trail help to meet this recreation need.

The City parks feature traditional active recreation facilities. Considering the addition of recreation facilities such as an off-leash dog park, skate park, all-abilities boundless playground, disc golf course, bicycle pump track, spray grounds, and community gardens would open up the parks to new visitors and uses.

Population Demographics

As the City of Greensburg population changes, the need to carefully plan for future recreation opportunities is essential. Parks and recreation planning must be appropriate for the number and type of people living in the City. The City's population demographics are outlined in the full Comprehensive Plan.

Condition of Parkland and Recreation Facilities

Field visits were made to the City of Greensburg parks to view and assess the park amenities and facilities and observe recreation activities. In general, uniform park signs, park rules and regulations signs, accessible pathways to all recreation facilities within each park, permanent park trash receptacles, playground safety surfacing, additional park benches in shaded areas, and provision of handicapped accessible picnic tables are needed at the parks. Existing park signs are in bad shape and should be removed. Parks need to be cleaner, safer, greener, more colorful, and more inviting. Priority should be placed on planting trees for shade and adding public art to the parks.

The specific findings of site observations for each park are outlined as follows.

Park Areas and Recreation Facilities Strengths:

- Lynch Field is a well-known and visited City asset.
- The Veterans' Memorial Swimming Pool has recently undergone a major renovation.
- The golf course, ice arena, and swimming pool are professionally managed, profitable, and popular with the public.
- St. Clair Park has an outdoor amphitheater to host concerts and community events.
- The Five Star Trail has a trailhead at Lynch Field.

Park Areas and Recreation Facilities Challenges:

- The City has a deficit of parkland for its population of 61.8 acres, with most of that deficit being community parkland.
- The ice arena, golf course, and swimming pool serve the regional area but are not funded regionally.
- The park system is not a cohesive park system.
- Park names are inconsistent, with a number of parks listed with two or three different names.
- Tennis courts have been removed from Lynch Field and Mt. Odin Golf Park, with no recreation facilities replacing them.
- The scattered monuments at St. Clair Park give the park the look of a cemetery, take up park space, and limit the recreation opportunities at the park.
- Park entrance signs, at the parks that have them, need replacement.
- Park rules and regulations signs do not exist.
- Parks close at 9 p.m. signs should say close at dusk due to time changes throughout the year.
- Typical recreation facilities such as disc golf, spray grounds, community gardens, skate parks, tennis courts, volleyball courts, and basketball courts are missing in the park system.
- Tree loss has taken place in a number of park areas.
- There is a perceived lack of safety on the Five Star Trail and it doesn't connect to downtown or the City's parks.
- Flooding at Lynch Field is a continual issue. Upgrades are needed to the park.

ADMINISTRATIVE ANALYSIS AND PERSONNEL ASSESSMENT

The City of Greensburg Recreation Department is responsible for the operation and management of the City's park areas, recreation facilities, and recreation programs. A written mission statement does not exist.

The Recreation Department employs 11 full-time staff. The position of Superintendent of Parks and Recreation was eliminated in 2017. The four administrative management staff report directly to the City Administrator. Job descriptions exist for some but not all positions.

The Recreation Program Manager is responsible for planning and conducting City-sponsored recreation programs and special events. The Recreation Facility Manager is responsible for the operation of the Kirk S. Nevin Arena and Veterans' Memorial Swimming Pool and the maintenance of City parks and playgrounds. The Mt. Odin Golf Park Facilities Manager is in charge of the golf course pro shop, driving range, and food and beverage operation. The Golf Course Superintendent is responsible for the golf course grounds and equipment maintenance.

Annual performance evaluations for full-time staff are not conducted. Staff receive annual percentage or flat rate salary increases. Salaries are modest.

A member of City Council is assigned as a liaison to the Recreation Department. Staff give verbal reports at City Council meetings. The City's advisory parks and recreation board was dissolved in 2019.

Four full-time employees handle the majority of park maintenance work including maintenance at the ice arena. Four to five seasonal part-time maintenance staff work during the summer months. Three full-time maintenance staff work at the Mt. Odin Golf Park under the supervision of the Golf Course Superintendent, two Mechanics and one Recreation Worker. Full-time Recreation Department maintenance employees are unionized.

Two part-time staff positions share administrative office duties and report to the Recreation Program Manager and Recreation Facility Manager.

Summer seasonal part-time staff are hired as supervisors, cashiers, snack bar attendants, maintenance workers, and lifeguards at Veterans' Memorial Pool. Wage rates are \$8-10 per hour. The Recreation Program Manager serves as the Summer Day Camp Director. Part-time program coordinators are hired for some recreation programs. Seasonal part-time staff also work at the Mt. Odin Golf Park at the pro shop, snack bar, and driving range and at Kirk S. Nevin Arena as cashiers, skate guards, snack bar attendants, and general maintenance workers. Volunteers serve as youth sports and ice skating coaches.

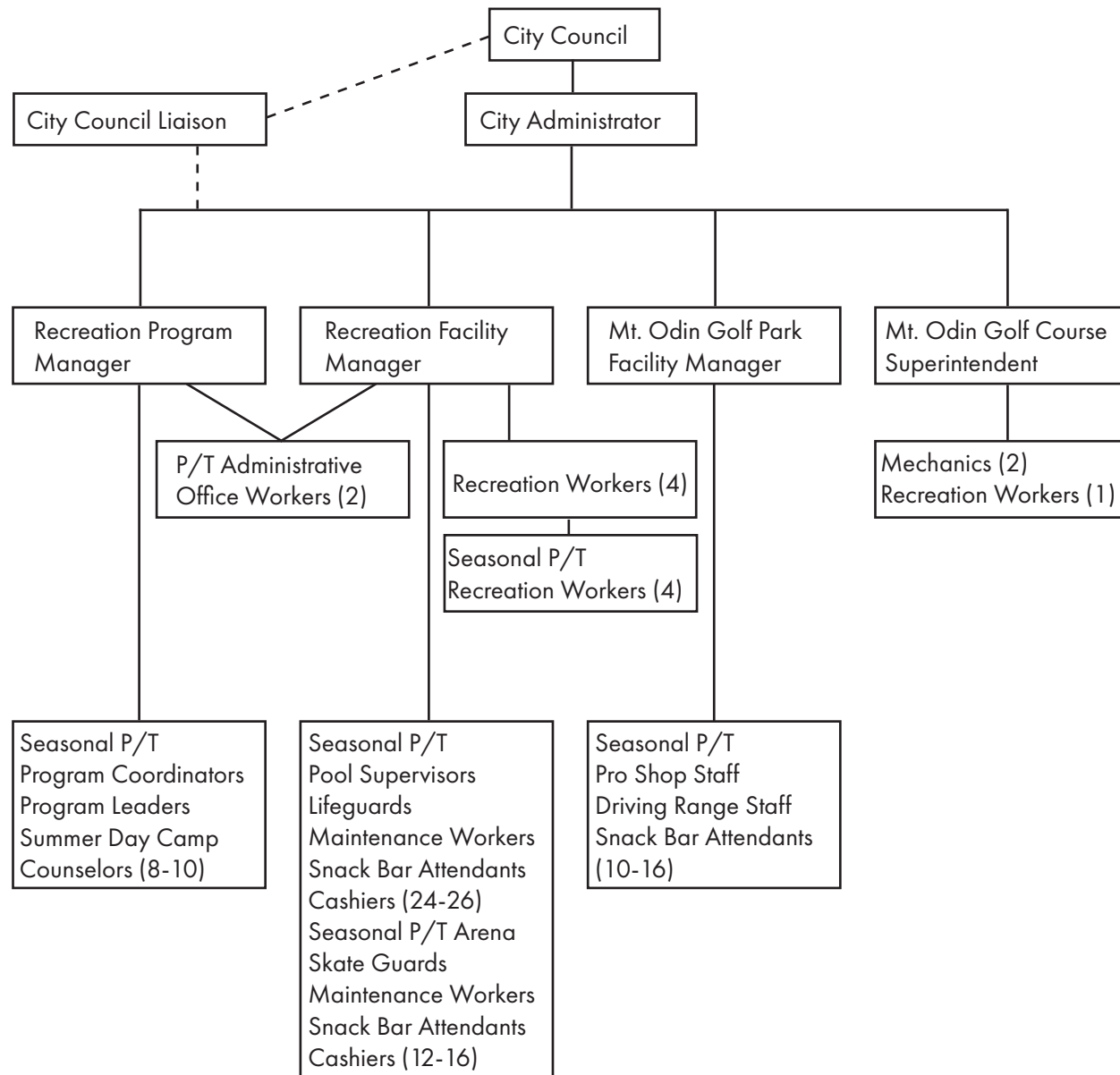
The Recreation Department office is in the Kirk S. Nevin Arena. The Recreation Department is a member of the Westmoreland County Parks and Recreation Alliance which supports area parks and recreation professionals and promotes parks and recreation services in the County through cooperation, networking, joint programming efforts, and regional development. The Department is also a member of the state-wide professional society for parks and recreation, the Pennsylvania Recreation and Park Society. It is not a member of the National Recreation and Park Association.

Background clearances are conducted for all volunteers and staff. Employees pay for their own clearances; volunteer clearances are free. Figure 4 details the staff organizational chart.



Photo of recreation dept. vehicle at Stark Ave Playground.

Figure 4
City of Greensburg Recreation Department
Organizational Chart



Administrative and Personnel Strengths:

- The City of Greensburg has a long history of support for and commitment to providing parks and recreation services to its residents.
- The Greensburg Recreation Department full-time staff care about and are connected to the community, and are friendly, welcoming, dedicated, passionate about their jobs, hard-working, and professional.
- Residents are willing to volunteer as youth sports and ice skating coaches so that Recreation Department programs can continue.
- A City Council member serves as a liaison to the Recreation Department.
- The potential for interns and volunteers is enhanced by the presence of Seton Hill University and the University of Pittsburgh at Greensburg.
- A working relationship with the Greensburg-Salem School District exists for program promotion and some facility use.
- Facebook is actively used for program and facility promotion.
- The name Greensburg Recreation Department does not reflect the parks aspects of the Department's operation.
- The City Recreation Department, Kirk S. Nevin Arena, Veterans' Memorial Swimming Pool, and Mt. Odin Golf Park all have separate Facebook pages. Mt. Odin Golf Park has its own website. This leads to separateness in the way the Recreation Department functions and is perceived by the public.
- The City does not publish a newsletter for its residents, which limits promotion of Recreation Department programs and facilities.
- The Recreation Department logo is busy and does not print well.
- Promotion is primarily program and recreation facility based, not park based. Very little promotion of the parks is done and a map showing park locations does not exist.
- An annual report to showcase recreation programs, facilities, and parks is not prepared.

Administrative and Personnel Challenges:

- Without a Parks and Recreation Director the staff is focused on their areas and not necessarily on the Recreation Department as a whole. Leadership, vision, and direction are lacking and the Department does not function as a cohesive unit.
- Annual employee evaluations are not done, so full-time staff are not getting feedback on their performance or setting goals for the next year.
- Job descriptions do not exist for all positions. For example, the Recreation Facility Manager does not have a job description.
- The City's advisory parks and recreation board was dissolved in 2019 and not replaced.
- Filling summer seasonal part-time positions is becoming increasingly difficult and wage rates are low.



Photo of recreation dept. personnel working at Stark Ave Playground.



RECREATION PROGRAM ASSESSMENT

The Recreation Department offers a year-round schedule of activities, with a focus on youth sports. Programs are held at the Lynch Field Complex, Veterans' Memorial Swimming Pool, Kirk S. Nevin Arena, St. Clair Park, Oak Street Soccer Field, and Greensburg-Salem High School's Offutt Field and Soccer Field. The Recreation Department rents Offutt Field for its youth football program game days for \$1,000/day, which includes a school district scoreboard operator and maintenance staff. The Oak Street Soccer Field is leased from South Greensburg Borough for \$1 per year for the Department's in-house soccer program. The high school soccer field is used at no cost for the Department's travel soccer program. Greensburg-Salem Middle School uses a baseball field and a softball field at Lynch Field; the City charges \$500 for each field for the spring season.

The primary indoor location for City-sponsored recreation programs is the Kirk S. Nevin Arena, which is only available for programs when the ice is gone from April until August. Use of Greensburg-Salem School District facilities for Recreation Department programs is very limited.

Those who live within the boundaries of the Greensburg-Salem School District are considered as residents for recreation programs; those who live elsewhere pay non-resident rates. Youth football and cheerleading programs which are open to Greensburg-Salem School District residents only. Non-resident rates for recreation programs are generally \$10 higher than resident rates. Registration and payment for programs can be completed online through Municpay and by calling or stopping in the Recreation Department office. Currently, the office is open Monday through Friday from 8 a.m. to 4 p.m.

Facebook and Instagram are the most used sources to share Recreation Department program and facility information with the public. The City Recreation Department, Kirk S. Nevin Arena, Veterans' Memorial Swimming Pool, and Mt. Odin Golf Park all have separate Facebook pages. Mt. Odin Golf Park has its own website. Recreation Department facilities, programs, and services are also promoted on the City website and flyers are distributed through the schools. The Recreation Department has a logo. A seasonal printed recreation

guide will be produced in 2022 and sent to all households in the Greensburg-Salem School District through In Community Magazines. Communication with program participants is done through the Remind app and email lists.

Figure 5 lists the recreation programs sponsored by the Recreation Department in 2021. Four programs were offered but canceled due to lack of registration – fall baseball, wiffleball, adult kickball, and boys' basketball camp. In 2020 due to the pandemic shutdown, only ice skating lessons, fall in-house soccer, youth kickball, speed and agility, and the after school program were conducted. In 2021, the number of recreation programs offered was still lower than normal because of the pandemic.

Figure 5 - Greensburg Recreation Department Programs – 2021

Recreation Program	Age/Grade	Cost	Participants	Revenue
Spring/Summer Baseball & Softball	Ages 4-18	\$65	10	\$725
Baseball Tots	Ages 2-4	\$35	32	\$1,240
Cheerleading	Grades K-8	\$40	36	\$1,440
Football	Grades K-6	\$65	68	\$4,355
Ice Skating Lessons Tots	Ages 3-4	\$60	54	\$2,760
Ice Skating Lessons	Ages 5 & up	\$60	142	\$7,560
Dodgeball	Ages 7-12	\$15	7	\$235
After School Program	Grades K-5	\$60	5	\$315
Speed and Agility	Grades K-6	\$10	30	\$350
Youth Kickball	Grades K-6	\$15	38	\$680
Kindersports	Ages 2-6	\$20	9	\$190
Summer Day Camp	Ages 7-12	\$120	70	\$8,630
Hiking Club	All ages	\$10	20	\$260
Summer Soccer Camp	Grades 1-8	\$50	20	\$1,000
Spring Travel Soccer	Ages 10-18	\$120	67	\$8,050
Fall Travel Soccer	Ages 10-18	\$120	43	\$5,240
Spring/Fall Soccer Tots	Ages 2-4	\$35	84	\$3,310
Fall In-House Soccer	Ages 4-10	\$50	75	\$3,800
Spring In-House Soccer	Ages 4-10	\$50	84	\$4,230
Community Backyard Games	All ages	Free	100	N/A
Community Easter Egg Hunt	Ages 1-12	Free	450	N/A
Movies at St. Clair Park	All ages	\$5/donation	200	N/A
Halloween Parade	Ages 1-12	Free	200	N/A
TOTAL:			1,744	\$54,370

The number of recreation programs offered and the number of participants involved has steadily grown since 2017, nearly tripling both totals. Program statistics for 2020 are lower because of the pandemic shutdown. Figure 6 shows this program growth.

Figure 6 - Recreation Program Statistics – 2017 to 2021

Year	# of Participants	# of Programs	Revenue
2017	427	10	\$24,705
2018	679	12	\$39,015
2019	674	19	\$36,694
2020	276	5	\$14,573
2021	1,744	26	\$54,370

In addition to its recreation programs, the City of Greensburg sponsors the Greensburg Community Days celebration on Memorial Day weekend each year at Lynch Field and an annual Holiday Parade on downtown streets on the Saturday before Thanksgiving. Community Days is supported by a board of volunteers. SummerSounds is a series of nine free Friday evening outdoor music concerts in St. Clair Park at the Robertshaw Amphitheater. Featured shows begin at 7 p.m. with pre-shows starting at 6:15 p.m. SummerSounds is made possible through the sponsorship of businesses, organizations, and individuals. Its success is due to the dedication and commitment of volunteers who work all year planning and promoting the concert series. The City Recreation Department provides in-kind services such as portable restrooms and maintenance clean-up to financially support the SummerSounds concerts. Summer swimming lessons are offered by the Aerobics Center at Veterans’ Memorial Pool. The Aerobics Center is not charged for the use of the pool for swimming lessons. In exchange, they certify lifeguards for the outdoor pool at no cost to the Recreation Department and perform training sessions with the guards throughout the summer season.

Yoga is offered by Red Brick Yoga and Satya Yoga studios outdoors at St. Clair Park. The City does not take in any revenue from these classes.

Other Recreation Providers in the City of Greensburg

A variety of other organizations provide recreation opportunities for City of Greensburg residents. The major providers are described in Appendix A.

Recreation Program Strengths:

- Highly successful recreation programs are offered by the Greensburg Recreation Department, with a strong emphasis on youth sports.
- Youth soccer, ice skating lessons, football and cheerleading, and summer day camp are the Recreation Department’s best attended programs.
- The number of recreation programs offered and the number of program participants has nearly tripled since 2017.
- Greensburg Community Days is an annual tradition sponsored by the Recreation Department and supported by a volunteer committee.
- SummerSounds outdoor music concerts are organized by volunteers who seek sponsors to cover the costs of performances.
- A long-standing Holiday Parade is organized by the Recreation Department.
- The large number of City cultural arts and recreation providers offers many opportunities for partnerships.

- Online program registration is available through the City website.
- The Aerobics Center at Lynch Field offers fitness classes and swimming opportunities through a non-profit agency.
- Use of neighboring municipal parks for recreation programs is happening, such as Soccer Tots being held in a South Greensburg Borough park.
- Individual program flyers are distributed through the schools.
- A seasonal printed recreation guide will be produced in 2022 and sent to all households in the Greensburg-Salem School District.

Recreation Program Challenges:

- Program coordinators are needed to serve as on-site supervisors for some recreation programs and to direct the summer day camp, to free up the Recreation Program Manager’s time to plan other programs.
- Youth sports programs are labor-intensive and time consuming to conduct.
- Most Recreation Department programs are sponsored solely by the Department, not with the help of partner organizations.
- Programs are primarily held at Lynch Field. Programs are not held at the parks in the City’s neighborhoods.
- There is a lack of City-owned indoor locations for recreation programs. The ice arena is the only City-owned indoor location available for programs and can only be used during the months the ice is shut down. This limits the number of indoor programs that can be offered.
- The City has no gymnasium to conduct youth sports programs during the cold weather months.
- The use of indoor School District facilities for Recreation Department programs is very limited.
- Most Recreation Department programs are sports programs for children. There is a lack of

program opportunities for non-sports-oriented children. Enrichment-based programming is needed.

- Some age groups are not being served well with recreation programming. No programs are offered for adults and older adults.
- The Recreation Program Manager plans and conducts an extensive schedule of programs and special events. Additional programming is needed, but will not happen without additional staff.
- No fee policy is in place to determine how program fees are set. As a result, the goal has been for recreation programs to break even, not generate net revenue. No plans are put together to increase program revenue to support the hiring of staff positions.
- It can be difficult to recruit volunteers; most of the Recreation Department programs cannot be held without volunteers.
- A yearly calendar of Recreation Department programs is not produced.



PARK AND FACILITIES MAINTENANCE ASSESSMENT

The Recreation Facility Manager schedules maintenance work by communicating verbally each morning with the Recreation Workers. An on-going written to-do list is also posted in the maintenance office. Employees are assigned to the same tasks on a routine basis and are pulled in different directions daily depending on the work that needs to be taken care of. In addition to maintaining the City parks, recreation facilities, and playgrounds, staff is also responsible for mowing vacant lots throughout the City. Park maintenance headquarters are at Lynch Field.

There is no formal park or playground inspection program in place or written forms to document inspections. Annual inspections are not performed. The Recreation Department does not have a written maintenance plan in place with a schedule of routine recurring tasks, maintenance standards, and preventative maintenance requirements.

All park maintenance work is performed in-house except for major tree work which is contracted out. All turf care is handled by City staff. During the months that the ice arena is open the full-time staff take care of the ice surface. As it is open seven days a week this is very time consuming and labor intensive work. Recreation Workers hold Commercial Driver's Licenses and two of the employees are Certified Pesticide Applicators. No one on staff is a Certified Playground Safety Inspector. Recreation Workers plow snow from the recreation facility parking lots throughout the winter. The full-time Recreation Workers are covered by a union contract and are paid overtime when working weekends for ballfield preparation and trash removal. Seasonal maintenance staff primarily mow grass, pick up litter, and clean bathrooms during the spring and summer months. Shrubs are trimmed when time allows. The Lion's Club maintains some of the park flower beds.

The Recreation Facility Manager coordinates with City Public Works staff on larger park maintenance and repair projects. Public Works shares equipment such as a street sweeper and chipper when it is needed by the Recreation Department. Any electrical work is performed by Public Works staff. Recreation Department dump

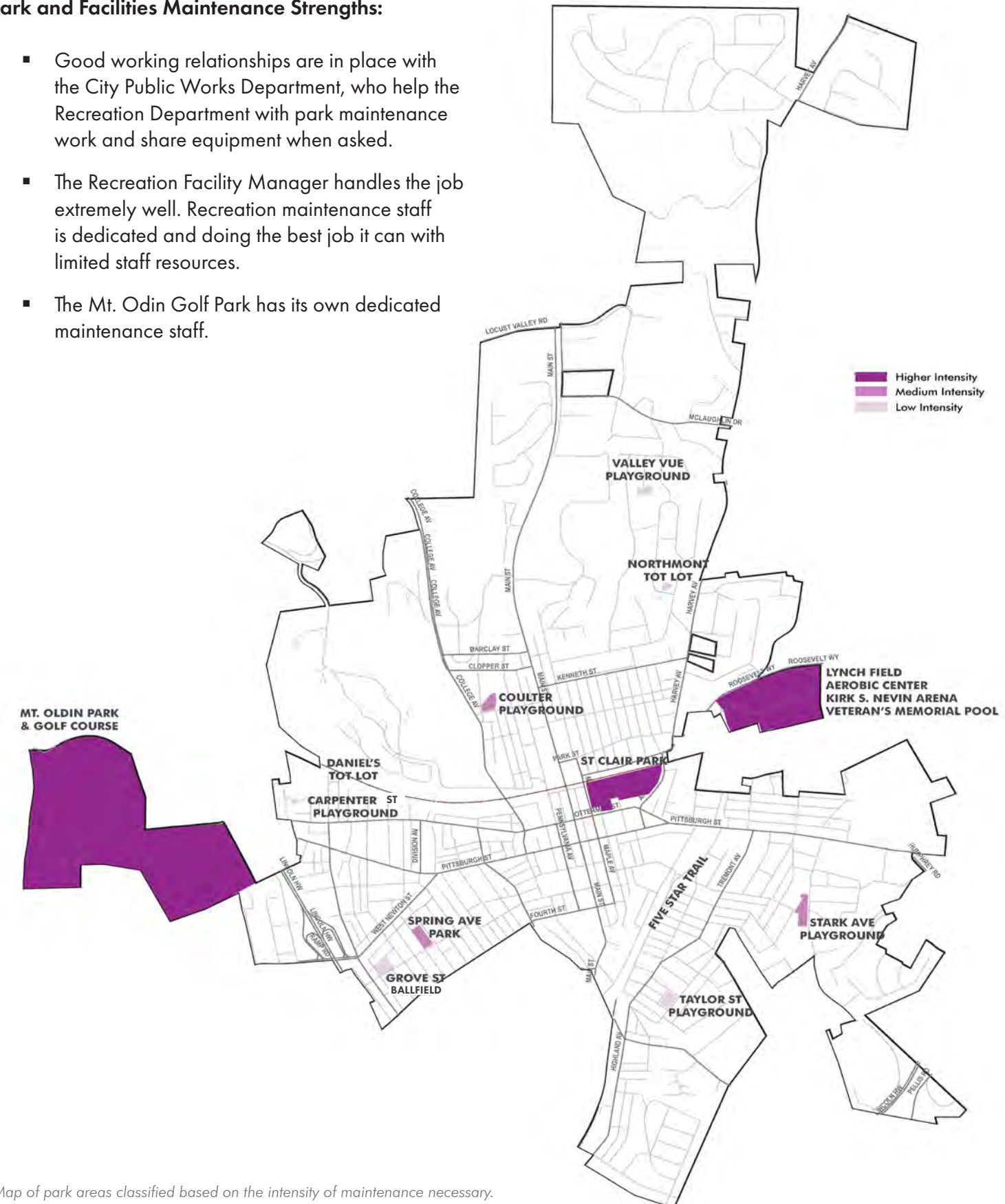
trucks are handed down from Public Works. There is no replacement schedule in place for vehicles and major equipment used by the Recreation Department. Vandalism is a problem at times as is litter. Security cameras are in place at Kirk S. Nevin Arena and St. Clair Park that connect to the City Police Department. Lynch Field restrooms are unlocked during the spring, summer, and fall months. Restrooms at St. Clair Park are only open during concerts and rentals. The City Police Department does not routinely patrol the parks and recreation facilities but will step up patrols when asked.

Signs indicate that dogs are not permitted at Lynch Field and Northmont Playground. At other parks, dog waste stations are erected.

Three full-time maintenance staff work at the Mt. Odin Golf Park under the supervision of the Golf Course Superintendent, two Mechanics and one Recreation Worker. In addition to the golf course property, including maintaining the golf carts and maintenance equipment, staff is responsible for the maintenance of the soccer field, three picnic pavilions, and play structures. The staff work on all aspects of the property depending on the work required. Staff works 184 hours per month for seven months of the year with the possibility of working more hours depending on weather, outings, or special events. The other five months staff works 160 hours a month. Golf course equipment is replaced approximately every six years.

Park and Facilities Maintenance Strengths:

- Good working relationships are in place with the City Public Works Department, who help the Recreation Department with park maintenance work and share equipment when asked.
- The Recreation Facility Manager handles the job extremely well. Recreation maintenance staff is dedicated and doing the best job it can with limited staff resources.
- The Mt. Odin Golf Park has its own dedicated maintenance staff.



Map of park areas classified based on the intensity of maintenance necessary.

Park and Facilities Maintenance Challenges:

- A recreation maintenance staff position was eliminated which cut the staff from five positions to four positions, leaving the Recreation Department short-handed.
- The ice arena is a seven-day-a-week operation, which puts a strain on full-time maintenance staff who maintain the ice surface in addition to their other duties.
- Because of the size and scope of the recreation facility operations – ice arena, golf course, and swimming pool – maintenance and upgrades at the neighborhood parks and playgrounds takes a back seat.
- The budget for field maintenance was cut from \$40,000 to \$25,000 and is not sufficient to perform the necessary work.
- A structured plan for park improvements is not in place.
- Recreation facilities at the parks are aging and outdated, making maintenance more difficult.
- Recreation maintenance is understaffed and not always able to complete maintenance tasks in a timely manner.
- Time doesn't exist to do a thorough job with park maintenance tasks before having to move on to the next location.
- The frequency of routine park inspections is not as good as it should be, in large part due to lack of time. The park inspections are not in writing.
- Without an adequate number of maintenance staff to keep up with the day-to-day park maintenance tasks and repairs, doing any preventative maintenance work at the parks is nearly impossible.
- No one on staff is a Certified Playground Safety Inspector.
- Playground safety surface mulch is not well maintained.
- Tree maintenance work at the parks is behind.

- A written maintenance plan with a schedule of routine recurring tasks, maintenance standards, and preventative maintenance is not in place.
- Many of the park sites are small and scattered throughout the City. Travel to and from the sites to perform maintenance work takes time.
- Maintenance staff is responsible for mowing approximately 12 vacant lots throughout the City in addition to the park mowing.
- Litter is an ongoing issue at the parks and vandalism is a concern at times.
- The Recreation Department is relying on handed down vehicles and maintenance equipment from Public Works to perform park maintenance.



Photo of play equipment at Spring Ave Park.

FINANCING AND FUNDING ANALYSIS

The Recreation Program Manager, Recreation Facility Manager, Golf Park Facility Manager, and Golf Course Superintendent prepare and present the draft annual budget to City Council for their respective functions. Figure 7 shows the Recreation Department budget for 2019, 2020, and 2021.

Figure 7 - Recreation Department Operating Revenue and Expense Budgets – 2019-2021

Revenue Category	2019	2020	2021
Recreation Programs	\$90,870	\$89,870	\$77,522
Mt. Odin – Golf	\$389,400	\$384,725	\$578,850
Mt. Odin – Reservations	\$10,575	\$11,475	\$10,575
Veterans’ Memorial Pool	\$127,285	\$110,450	\$77,750
Nevin Arena	\$296,200	\$341,940	\$256,455
Totals	\$914,330	\$938,460	\$1,001,152
Expense Category	2019	2020	2021
Salaries	\$841,197	\$872,960	\$883,822
Advertising	\$6,000	\$4,000	\$1,000
Office Supplies	\$15,500	\$21,000	\$15,000
Field Maintenance Supplies	\$28,101	\$40,650	\$25,000
Arena Maintenance Supplies	\$57,000	\$47,500	\$35,000
Arena Concession Supplies	\$0	\$0	\$15,000
St. Clair Park Maintenance	\$11,000	\$7,000	\$2,000
Pool and Concession Supplies	\$55,000	\$46,000	\$29,000
Pool Miscellaneous	\$0	\$0	\$250
Golf Course Concession Supplies	\$45,000	\$42,000	\$42,000
Program Supplies	\$40,000	\$32,000	\$25,000
Special/ Playground Programs	\$5,000	\$5,000	\$2,000
Miscellaneous	\$2,500	\$2,250	\$2,000
Golf Course Supplies	\$85,000	\$85,000	\$85,000
Golf Course Maintenance and Repairs	\$51,300	\$55,300	\$45,975
Repairs to Carts Fuel, Oil, Grease	\$31,000	\$28,000	\$31,000
Taxes Golf Carts and Alcohol	\$9,000	\$9,000	\$10,500
Driving Range Maintenance and Repairs	\$10,000	\$6,000	\$4,500
Driving Range Expenses	\$300	\$300	\$300
Golf Course Equipment	\$83,313	\$92,400	\$56,588
Golf Outing Expenses	\$3,500	\$3,000	\$3,000
Contractual Services	\$35,000	\$38,000	\$42,000
Totals	\$1,414,714	\$1,437,362	\$1,355,965
Net Budget	\$500,384	\$498,902	\$354,813

Funding Sources

The local tax-supported funding provided by the City paid for 26.2 percent of the Recreation Department's operating expenses in 2021. The remaining 73.8 percent was funded by revenue earned in a variety of ways. A fee schedule is approved each year by City Council as part of the annual budget.

Sources of operating revenue other than taxes are:

- Recreation program fees
- Pool daily admission and season pass fees
- Pool and ice rink party rentals
- Ice arena admission and skating pass fees
- Ice time rental
- Skating lessons
- Amphitheater rentals
- Ball field rentals
- Picnic pavilion rentals
- Snack bar income at the pool, golf course, and ice arena
- Ball field and ice rink sign sponsorships
- Golf course memberships
- Golf course greens and cart fees
- Driving range balls
- Golf course league fees
- Fundraisers to support youth football and cheerleading programs

Those who live within the boundaries of the Greensburg-Salem School District are considered as residents for recreation programs, picnic pavilion rentals, and season pass memberships to and after-hours rental of the Veterans' Memorial Swimming Pool. Non-resident rates are charged. Daily admission prices for the swimming pool, rental of the St. Clair Park amphitheater, ballfield rentals, and golf course greens and cart fees and driving range balls are one price, with no differentiation between residents and non-residents. Golf course membership resident rates are only for those who live in the City of Greensburg. Public skating sessions, skating passes, program fees, freestyle sessions, ice time rental, and facility rental fees at the Kirk S. Nevin Arena are one fee, with no non-resident rate charged.



06 APPENDIX A

OTHER RECREATION PROVIDERS IN THE CITY OF GREENSBURG

Benchmarking comparisons of parks and recreation departments from cities in Pennsylvania and national metrics from the National Recreation and Park Association are included in Appendix B. Items compared included population, park acreage, number of parks, recreation programs offered, median household income, special recreation facilities, total operating budgets for parks and recreation, total tax expenditures per capita on parks and recreation, and revenue generated.

Financing and Funding Strengths:

- The Recreation Department does an outstanding job raising non-tax supported revenue with many different sources of revenue used.
- The ice arena, golf course, and swimming pool bring in significant revenue to help fund the operation of the Recreation Department.
- Revenue earned by the Recreation Department will begin to go back up to pre-pandemic figures in 2022 as the program and facility schedules return to normal.
- Golf course revenues increased by nearly \$200,000 from 2020 to 2021.
- Utilizing volunteers keeps the fees for youth sports programs and ice skating lessons down.

Financing and Funding Challenges:

- The revenue and expenses for the three large recreation facility operations are not budgeted and accounted for separately with all personnel expenses included, so the net revenue earned by each facility is not clear.
- The need for self-generated revenues puts pressure on the Recreation Department as it continues in its mission to serve all members of the community,

including those with little means to pay for parks and recreation services. Balancing financial needs with the social equity mission is challenging.

- Major repairs are needed at the ice arena but no capital improvement plan or funds are in place.
- Revenue generated by the Recreation Department goes into the City's General Fund and cannot be directly used for program or facility needs.
- Without a Parks and Recreation Director, budget time is more difficult since Department Managers are making budget requests separately.
- Financial investment in facility repair and/or replacement is needed at many parks due to the age and condition of the facilities.
- Those who live within the boundaries of the Greensburg-Salem School District are considered as residents for the fee-based services of the Recreation Department. This means that residents of Salem Township and the boroughs of South Greensburg and Southwest Greensburg do not pay taxes to support the Recreation Department's operation but are treated as residents. Non-resident rates are charged for people residing elsewhere for many of the Department's services.
- Non-resident fees are not charged at the ice arena, or for daily admission to the swimming pool, rental of the St. Clair Park amphitheater, ballfield rentals, and golf course greens, cart, and driving range ball fees.

The Aerobic Center

The Aerobic Center was opened in 1978 to provide the community with a fitness facility that offers a non-intimidating atmosphere. The facility sits on City property at Lynch Field and is owned and operated by a non-profit organization. Totally self-supporting, it receives no tax dollars and relies solely upon memberships,

program fees, and donations for daily operations. The Aerobic Center caters to first-time exercisers, children, seniors, and the mentally and physically challenged, offering supervised programs to assist individuals with the transition to a lifelong commitment to good health. Memberships and daily passes are available. Group exercise classes, family swims, lap swims, swimming lessons, indoor cycling, free weights, weight training machines, lifeguard certification classes, personal training, and massage therapy are offered.

Offutt Field

Owned by the Greensburg-Salem School District, Offutt Field is a multi-purpose artificial turf field and 5,000-seat stadium located in the heart of Greensburg. It has been used for high school football since 1894 and is also the home football field for Seton Hill University. The field was called Athletic Park until 1928 when Greensburg-Salem renamed it after James H. Offutt, a community leader and school director. Offutt Field was the home of the Greensburg Athletic Association, a professional football team during the 1890s. The field also hosted minor league baseball teams that were affiliated with the St. Louis Cardinals, Washington Senators, and Brooklyn Dodgers.

Greensburg Area Firemen's Softball League

This six-team adult softball league plays a spring and summer schedule at Lynch Field. Ballfield rental fees are waived by the City of Greensburg for team practices and games.

YMCA of Greensburg

Facilities at this membership-based YMCA include a cardio center, Cybex and free weight center, group exercise studios, gymnasium, 25-yard swimming pool, warm water pool, racquetball courts, early childhood learning center, locker rooms, multipurpose rooms, and gymnastics center. Programs include swim lessons, swim team, youth basketball, tot sports, track and field, gymnastics lessons, gymnastics team, before and after school enrichment programs, early childhood programs, summer day camps, and group exercise classes.

YWCA of Westmoreland County

The YWCA serves Westmoreland County through adult continuing education, computer, smartphone, and health and wellness classes; girls field hockey, girls technology education, and social, economic, and racial justice

programs. YWCA headquarters are located at Huff Mansion, which has a 4,000-square-foot addition to house programs and provide handicapped accessibility.

McKenna Center for Active Adults

Sponsored by the Westmoreland County Area Agency on Aging and open each weekday, the McKenna Center for Active Adults provides a wide array of recreation opportunities for older adults including piano lessons, card groups, art classes, line dancing classes, Tai Chi and yoga classes, day trips, bingo, movies, Silver Sneakers fitness classes, crafts, and a daily lunch. The Pershing Square Satellite Center offers fellowship, recreational activities, volunteer opportunities, and a lunch meal once a month in connection with the McKenna Center.

Greensburg Hempfield Area Library

The Greensburg Hempfield Area Library is located in downtown Greensburg. The full-service public library and a separate children's library offer traditional reading materials and eBooks, Internet and technology support, historical information, and year-round child, teen, and adult programs. The library holds story times and Mondays in the Park programs in the summer months at St. Clair Park.

Greensburg-Salem School District

With an enrollment of 3,278 students, the Greensburg-Salem School District covers an area of 51 square miles. Students live in the City of Greensburg, Salem Township, and the boroughs of South Greensburg and Southwest Greensburg and attend Greensburg-Salem High School, Greensburg-Salem Middle School, Hutchinson Elementary School, Nicely Elementary School, or Metzgar Elementary School. After-school programs offer students tutoring, mentoring, and homework help. School libraries and computer labs are open for public and student use in the evening. Extracurricular activities for students are plentiful.

Westmoreland Museum of American Art

The Westmoreland Museum of American Art offers a variety of virtual and in-person public programming exploring the permanent collection and temporary exhibitions, including talks with curators and artists and art classes for children and adults. Operating hours are 10 a.m. to 5 p.m. Wednesday through Sunday. Admission to the Museum is free. The Museum's studio

art classes, for children ages 7-10, are offered once a month on Saturday mornings. The Museum offers themed Community Days, Art After Hours programs, In-Gallery Activity Guides, Take-Home Art Kits, Virtual Pop-Up Studios, and Artist-in-Residency programs.

Westmoreland Cultural Trust

Westmoreland Cultural Trust is a 501(c)3 nonprofit organization that stimulates cultural and economic development in the Westmoreland County region by managing community assets, presenting arts and entertainment, providing support services for presenting arts organizations, and developing a historical, cultural, and entertainment district. Having invested over \$18.8 million in community restoration since its inception, Westmoreland Cultural Trust has brought renewed life to some of the most historically significant buildings in Greensburg. The Trust currently owns or manages four historic and cultural facilities, the Palace Theatre, Greensburg Garden and Civic Center, Union Trust Building, and the James/Stark Block in downtown Greensburg.

Palace Theatre

Purchased in 1990 by the Westmoreland Cultural Trust, the Palace Theatre is in the heart of the City's cultural district and provides top-billed entertainment. The Palace Theatre has been a major force in Westmoreland County's cultural scene for generations. Opened in September 1926 as the Manos Theatre, the Palace Theatre hosts the widest variety of live entertainment in the area in a beautifully renovated 1,369-seat facility.

Greensburg Garden and Civic Center

Founded in 1969, the Greensburg Garden and Civic Center was donated to the City by Katherine Mabis McKenna. The City of Greensburg leases the building to the Westmoreland Cultural Trust. The Center is a multi-use facility utilized for meetings, education, and special events by more than 100 organizations. The Greensburg Garden and Civic Center is the headquarters for the Greensburg Garden Club, Greensburg Civic Theater, and the Greensburg College Club.

Seton Hill University Performing Arts Center

Two world-class performing venues (the Ryan Theatre and Reichgut Concert Hall) host a seasonal schedule of performances that are open to the public. In addition, community members of all ages learn and perform through the University's Community Arts Program.

Seton Hill Arts Center

Community art exhibits, dance performances, classes, workshops, and special events are hosted at the Seton Hill Arts Center. Harlan Gallery and Jodee Harris Gallery, located in the Seton Hill Arts Center, are professional venues that offer a variety of exhibitions by renowned artists in addition to exhibiting student work. The galleries host free, public artist talks and lectures, symposia, and related events in conjunction with many exhibits.

Seton Hill University Dance Academy

Classes are offered in ballet, pointe, jazz, tap, hip-hop, contemporary, acro, and musical theatre to the public at the Seton Hill Arts Center. The Dance Academy also sponsors a competition dance team. Classes run from September through May with performances in June.

Westmoreland Symphony Orchestra

The Westmoreland Symphony Orchestra has provided classical music performances and music education programs for the public since 1969. Each December the Orchestra presents Tchaikovsky's Nutcracker at the Palace Theatre and annually offers Young People's Concerts, two one-hour daytime concerts for area elementary school students held at Greensburg-Salem High School, and an outdoor concert at the Robertshaw Amphitheater at St. Clair Park. The Orchestra sponsors the Westmoreland Youth Symphony Orchestra and the Academy of Music, which provides over one dozen music education programs for youth and adults.

Stage Right! School for the Performing Arts

Core classes include acting, tap, jazz, voice, ballet, and musical theatre. Special programs are offered for students on the spectrum and with disabilities, homeschool and cyber school students, and preschool children. The Stage Right! Theatre Company presents six professional theatre mainstage productions and three student company productions for the public.

Central Westmoreland Farmer's Market

The Central Westmoreland Farmer's Market is held early spring through mid-fall on Saturday mornings in the Lynch Field parking lot. The Farmer's Market is a cooperative of agricultural vendors who grow and offer high-quality fruits, vegetables, and other products. A variety of baked goods, jellies, sauces, and other seasonal items are available from food vendors.

07

APPENDIX B

BENCHMARKING COMPARISONS

Benchmarking comparisons allow elected officials and staff to gauge the services of other parks and recreation systems, providing useful information for the City of Greensburg in working to achieve its goals. Benchmarking comparisons are not inherently good or bad, but instead offer perspective in considering how to move forward.

To attempt to find similar comparisons, Pennsylvania municipalities were selected that are facing loss of population and lessening tax base to support well-established parks and recreation services with legacy-type facilities. County seat and small college presence were considered as well.

As there are no ‘apples to apples’ comparisons. The benchmark data, from the 14 urban areas presented in Figures 8 and 9, is for information purposes only. They identify some of the similarities and differences between parks and recreation services of these communities and the City of Greensburg.

Figure 8 - Parks, Recreation Facilities, Recreation Programs, and Governance Comparisons

Municipality	# of Parks	Park Acres	Special Facilities	Types of Recreation Programs Offered	Governance
City of Altoona	31	255	3 community centers, outdoor pool, outdoor spray park, Dek hockey rink	Swim lessons, girls’ volleyball league, tennis clinics, youth soccer, youth baseball and softball, youth flag football league, youth basketball league, baton, cheerleading, ice skating, summer concerts, full-day summer day camp, fee-based summer playground program	Central Blair County Park and Recreation Commission (city-township-school intergovernmental agency)
Town of Bloomsburg	2	98	Bandshell, skatepark, fishing pond, outdoor pool, fitness trail, 7 pavilions, large tot and youth playgrounds, Columbia County Susquehanna Rail Trail	Summer concert series, youth tennis lessons	Town of Bloomsburg Funding support by Bloomsburg Town Park Improvement Association

Municipality	# of Parks	Park Acres	Special Facilities	Types of Recreation Programs Offered	Governance
City of Butler	6	126.5	Skatepark, outdoor pool, bocce courts, batting cages, basketball courts, Musical Theater Guild Building, Butler Freeport Rail Trail	City of Butler sponsors no recreation programs	City of Butler Parks, Recreation, Grounds, and Facilities Authority
Borough of Carlisle	17	175	Community center, nature center, outdoor pool, rental cabin, dog park, spray pools, pickleball courts, amphitheater, tennis courts	Full-day summer day camp, adult sports leagues, indoor soccer, pickleball clinics and leagues, fencing club, youth sports, tennis lessons, youth dance classes, fitness classes, summer concert series, art classes	Borough of Carlisle Advisory Parks and Recreation Board
City of Greensburg	12	189	Ice arena, swimming pool, Five Star Rail Trail, 18-hole golf course, amphitheater	Summer concert series, Holiday Parade, Community Days, youth baseball, softball, football, cheerleading, kickball, dodgeball and soccer programs, movie nights, summer day camp, Ice skating lessons, swimming lessons, Easter Egg Hunt	City of Greensburg
Borough of Greenville	7	94.5	Recreation center, amphitheater, disc golf course, canoe/kayak launch, nature trail with connection to Shenango River bike trail	Borough of Greenville sponsors no recreation programs	Borough of Greenville
City of Hazleton	16	42.8	Rail-trail trailhead, dog park, BMX bike track, bandshell, neighborhood playgrounds	Summer youth basketball league	City of Hazleton
Borough of Indiana	3		No special facilities in Borough parks	Borough of Indiana sponsors no recreation programs	Borough of Indiana Indiana Area Recreation and Parks Commission (borough-township-school intergovernmental agency) was dissolved in 2019

Municipality	# of Parks	Park Acres	Special Facilities	Types of Recreation Programs Offered	Governance
City of Johnstown	16	381.9	Sargent’s Stadium, 9-hole golf course, lighted tennis, basketball, volleyball, and racquetball courts; ballfield complex, roller hockey rink, neighborhood playgrounds	Youth sports leagues	City of Johnstown
City of Meadville	16	86.5	Boat launch, log cabin, gazebo, lake, train engine and caboose, nature trail, Shippen Fountain, tennis courts The Meadville Area Recreation Authority owns and manages the Meadville Area Recreation Complex (city-2 townships intergovernmental agency) which contains indoor and outdoor pool and ice arena	City of Meadville sponsors no recreation programs	City of Meadville Meadville Area Recreation Foundation supports Meadville Area Recreation Complex
City of New Castle	23		18-hole golf course, concert gazebo, open space and memorial parks, sports complex with 8 ballfields, pavilion dance hall, picnic grounds, neighborhood playgrounds	City of New Castle sponsors no recreation programs	City of New Castle
City of Pottsville	18		Skate park, tennis courts, lighted baseball field complex, outdoor swimming pool, trail on abandoned railroad bed, basketball courts, neighborhood playgrounds	Memorial Day Parade, St. Patrick’s Day Celebration, swim lessons, water aerobics, Mayor’s Christmas Party, Paws with Claus, tennis camp	City of Pottsville
City of Washington	5	277.1	14 baseball fields, outdoor pool, hiking trails, 8 tennis courts, deck hockey court	City of Washington sponsors no recreation programs	City of Washington

Figure 9 - Population, Parks and Recreation Expenses, and Revenue Comparisons – 2021

Municipality	Pop	% Below Poverty Level	Median Household Income	Pop per Square Mile	Parks & Recreation Expense	Parks & Recreation Revenue	Net Parks & Recreation Expense per Capita	Net Parks & Recreation Expense as % of Total Municipal Budget
Altoona	42,766	23.4	\$41,403	4,364	\$325,239	\$0	\$7.60	0.7%
Bloomsburg	13,921	28.3	\$32,217	3,237	\$62,426	\$0	\$4.48	0.9%
Butler	12,699	27.8	\$31,361	4,703	\$393,449	\$0	\$30.98	4.3%
Carlisle	19,236	15.8	\$48,612	3,562	\$961,700	\$261,622	\$36.39	7.3%
Greensburg	13,949	18.8	\$42,058	3,487	\$1,355,965	\$1,001,152	\$25.44	1.1%
Greenville	5,168	17.8	\$45,159	2,720	\$58,501	\$0	\$11.32	2.1%
Hazleton	24,784	22.1	\$40,467	4,201	\$203,360	\$96,030	\$4.33	0.8%
Indiana	13,067	39.3	\$30,647	7,259	\$17,027	\$0	\$1.30	0.3%
Johnstown	18,775	38.4	\$24,561	3,078	\$435,678	\$139,144	\$15.79	2.1%
Meadville	12,495	19.4	\$36,793	2,840	\$156,335	\$0	\$12.51	1.6%
New Castle	21,264	25.7	\$34,133	2,502	\$561,792	\$299,806	\$12.32	1.8%
Pottsville	13,347	16.5	\$42,083	3,178	\$628,295	\$101,547	\$39.47	4.8%
Washington	13,305	19.9	\$42,533	4,588	\$271,746	\$118,791	\$11.50	1.0%

Source: U. S. Census American Community Survey, 2021 municipal budgets
Pennsylvania median household income is \$63,463; % below poverty level is 12%

National Recreation and Park Association (NRPA) Performance Review

The 2021 NRPA Agency Performance Review presents the data and key insights from 1,053 parks and recreation agencies across the United States. It summarizes the findings from NRPA Park Metrics — the benchmarking resource that assists park and recreation agencies in the effective management of their operating resources and capital facilities. Taken together, the 2021 NRPA Agency Performance Review and NRPA Park Metrics feature the most comprehensive collection of park and recreation-related benchmarks and insights about the state of the park and recreation field.

The 2021 NRPA Agency Performance Review does not include “national standards,” nor do the benchmarks represent any sort of standards against which every park and recreation agency should measure itself. There is not a single set of standards for parks and recreation because different agencies serve different communities that have unique needs, desires, and challenges. Agencies also have diverse funding mechanisms.

The typical agency participating in the NRPA Performance Review serves a jurisdiction—a town, city, county, and/or region—of 39,183 people. Nationwide, agencies serve areas of just a few thousand people; still others are the primary recreation resource for millions of people. Naturally, the offerings of these agencies are as varied as the markets they serve.

The benchmark data presented below allows for insights into where the City of Greensburg stands compared to agencies nationwide serving jurisdictions with populations of less than 20,000 and population densities greater than 2,500 per square mile. The comparisons in Figure 10 present the national median and City of Greensburg figures in 2021.

Figure 10
NRPA Agency Performance Review Comparisons 2021
Communities with Less than 20,000 Population and Greater than 2,500 Population per Square Mile

Ratio	National Median for Parks and Recreation Departments	City of Greensburg
Operating expenditures per capita	\$114.62	\$97.21
Percent of operating expenditures recovered from non-tax revenue	25.3%	73.8%
Operating revenue generated per capita	\$27.00	\$71.77
Acres of parkland per 1,000 residents	12.4	5.9/12.6 with golf course
Number of residents per park	1,235	1,162
Operating expenditures per acre of parkland	\$12,172	\$15,409/\$7,174 with golf course
Number of recreation programs offered	80	36
Ratio of fee programs to all programs	65%	86%
FTE employees per 10,000 residents	10.9	7.8
Operating expenditures per FTE employee	\$95,913	\$123,270
Personnel services percent of operating budget	54%	65%
Park maintenance and facility management percent of operating budget	44%	85%
Recreation program services percent of operating budget	43%	7%

Operating Budget Percentages and Per Capita Spending for Parks and Recreation

The Pennsylvania Department of Conservation and Natural Resources recommends a minimum of five percent of a municipality’s operating budget be spent on parks and recreation. Parks and recreation expenses represent 4.1 percent of the City of Greensburg’s total 2021 operating budget of \$33.3 million.

With a population of 13,949, the City of Greensburg is spending \$354,813 in net expenses after earned revenue is calculated in, or \$25.44 in local taxes on parks and recreation per capita in 2021.

Additional background documentation to follow, including funding agreements through the Land and Water Conservation Fund (LWCF).

UNITED STATES DEPARTMENT OF THE INTERIOR
Heritage Conservation and Recreation Service
Land and Water Conservation Fund Project Agreement

State Pennsylvania	Project Number <u>42-00893</u>
Project Title Greensburg City Lynch Field Ph. II	
Project Period 4/7/80 to 12/31/84	Project Stage Covered by this Agreement Entire Project

Project Scope (Description of Project)

This project is for the rehabilitation of an existing multi-community swimming pool complex situated in a 31.5⁺ acre park located in Greensburg City, Westmoreland County.

Development consists of: swimming facility.

<p>Project Cost</p> <p>Total Cost \$ 48,500.00</p> <p>Fund Support not to exceed 50% Fund Amount \$ 24,250.00</p> <p>Cost of this Stage \$ 48,500.00</p> <p>Assistance this Stage \$ 24,250.00</p>	<p>The following are hereby incorporated into this agreement:</p> <ol style="list-style-type: none"> 1. General Provisions (HCRS Manual) 2. Project Application and Attachments. <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>3. <u>POSTED</u></p> <p>4. <u>7/16/80</u></p> <p>By <u>JK</u></p> </div>
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4200893

The United States of America, represented by the Director, Heritage Conservation and Recreation Service, United States Department of the Interior, and the State named above (hereinafter referred to as the State), mutually agree to perform this agreement in accordance with the Land and Water Conservation Fund Act of 1965, 78 Stat. 897 (1964), the provisions and conditions of the Heritage Conservation and Recreation Service Manual (Grants-in-Aid Series), and with the terms, promises, conditions, plans, specifications, estimates, procedures, project proposals, maps, and assurances attached hereto or retained by the State and hereby made a part hereof.

The United States hereby promises, in consideration of the promises made by the State herein, to obligate to the State the amount of money referred to above, and to tender to the State that portion of the obligation which is required to pay the United States' share of the costs of the above project stage, based upon the above percentage of assistance. The State hereby promises, in consideration of the promises made by the United States herein, to execute the project described above in accordance with the terms of this agreement.

The following special project terms and conditions were added to this agreement before it was signed by the parties hereto:

In witness whereof, the parties hereto have executed this agreement as of the date entered below.

THE UNITED STATES OF AMERICA

STATE

By Jane M. SundbergPennsylvania

(Signature)

By Jerry R. Wettstone
(Signature)

Heritage Conservation and
Recreation Service
United States Department
of the Interior

Jerry R. Wettstone

(Name)

Date 6/27/80Alternate State Liaison Officer

(Title)

INT 4770-78
U.S. GOVERNMENT PRINTING OFFICE

Greensburg City (Westmoreland)
(42-00893) Lynch Field Phase II

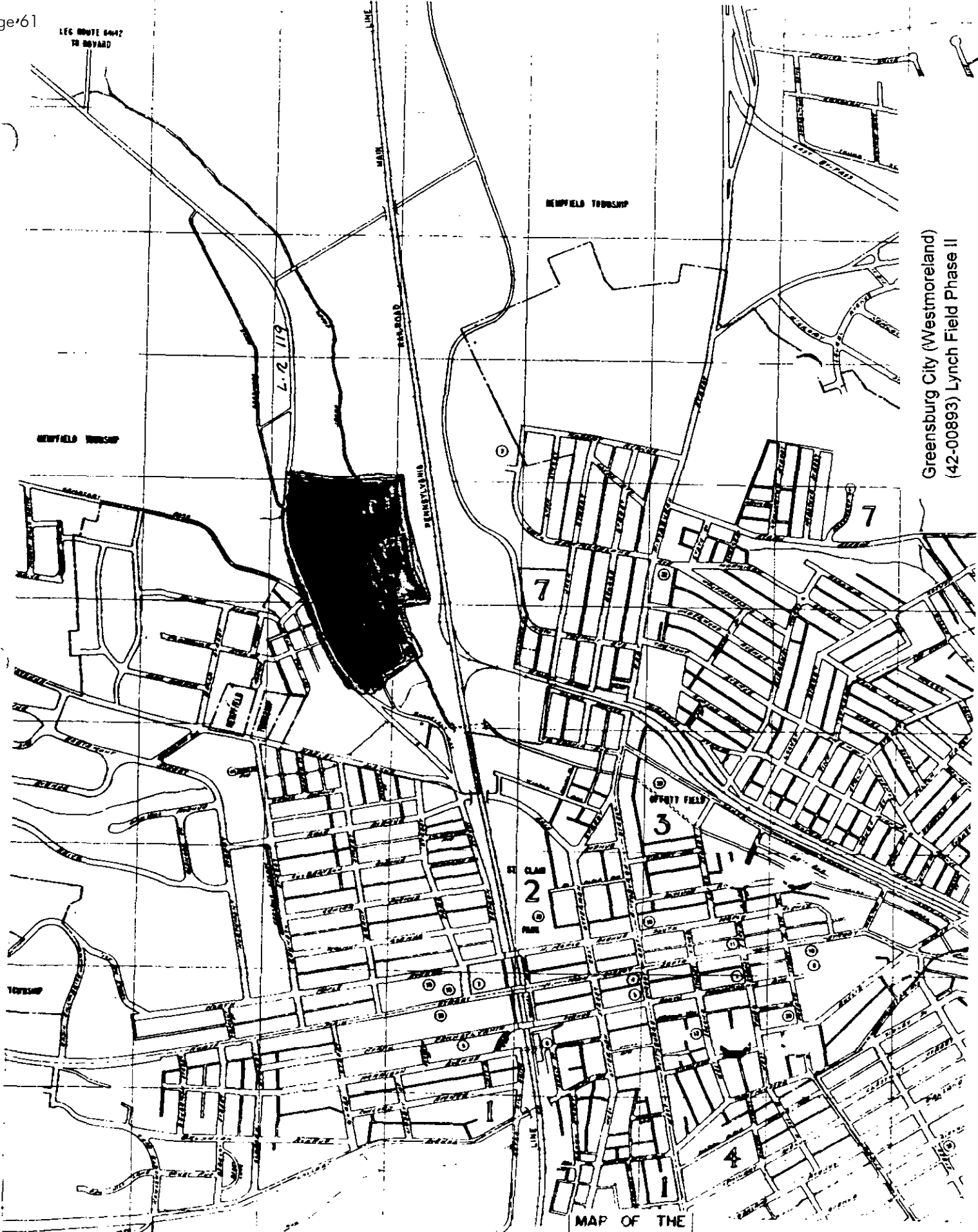


LEG ROUTE 6442
TO BOVARD

BENFIELD TOWNSHIP

BENFIELD TOWNSHIP

Greensburg City (Westmoreland)
(42-00893) Lynch Field Phase II



CITY OF GREENSBURG

UNITED STATES DEPARTMENT OF THE INTERIOR
Heritage Conservation and Recreation Service
Land and Water Conservation Fund Project Agreement

State <u>Pennsylvania</u>	Project Number <u>42-00744</u>
Project Title <u>Greensburg City Lynch Field</u>	
Project Period <u>Date of Approval to 12/31/83</u>	Project Stage <u>Covered by this Agreement</u> <u>Entire Project</u>

Project Scope (Description of Project)

This project is for the development of a 31.5⁺ acre community park located in Greensburg City, Westmoreland County, Pa.

Development consists of: sports & playfields.

Project Cost

Total Cost	\$ <u>22,000.00</u>
Fund Support not to exceed 50%	
Fund Amount	\$ <u>11,000.00</u>
Cost of this Stage	\$ <u>22,000.00</u>
Assistance this Stage	\$ <u>11,000.00</u>

The following are hereby incorporated into this agreement:

1. General Provisions (HCRS Manual)
2. Project Application and Attachments.

3. _____

4. _____

POSTED	
Date	<u>6/15/77</u>
By	<u>DR</u>

4200744

The United States of America, represented by the Director, Heritage Conservation and Recreation Service, United States Department of the Interior, and the State named above (hereinafter referred to as the State), mutually agree to perform this agreement in accordance with the Land and Water Conservation Fund Act of 1965, 78 Stat. 897 (1964), the provisions and conditions of the Heritage Conservation and Recreation Service Manual (Grants-in-Aid Series), and with the terms, promises, conditions, plans, specifications, estimates, procedures, project proposals, maps, and assurances attached hereto or retained by the State and hereby made a part hereof.

The United States hereby promises, in consideration of the promises made by the State herein, to obligate to the State the amount of money referred to above, and to tender to the State that portion of the obligation which is required to pay the United States' share of the costs of the above project stage, based upon the above percentage of assistance. The State hereby promises, in consideration of the promises made by the United States herein, to execute the project described above in accordance with the terms of this agreement.

The following special project terms and conditions were added to this agreement before it was signed by the parties hereto:

In witness whereof, the parties hereto have executed this agreement as of the date entered below.

THE UNITED STATES OF AMERICA

By

William E. Fitzgerald

OUTDOOR RECREATION PLANNER
(Signature)

Heritage Conservation and
Recreation Service
United States Department
of the Interior

Date

6/4/79

STATE

Pennsylvania

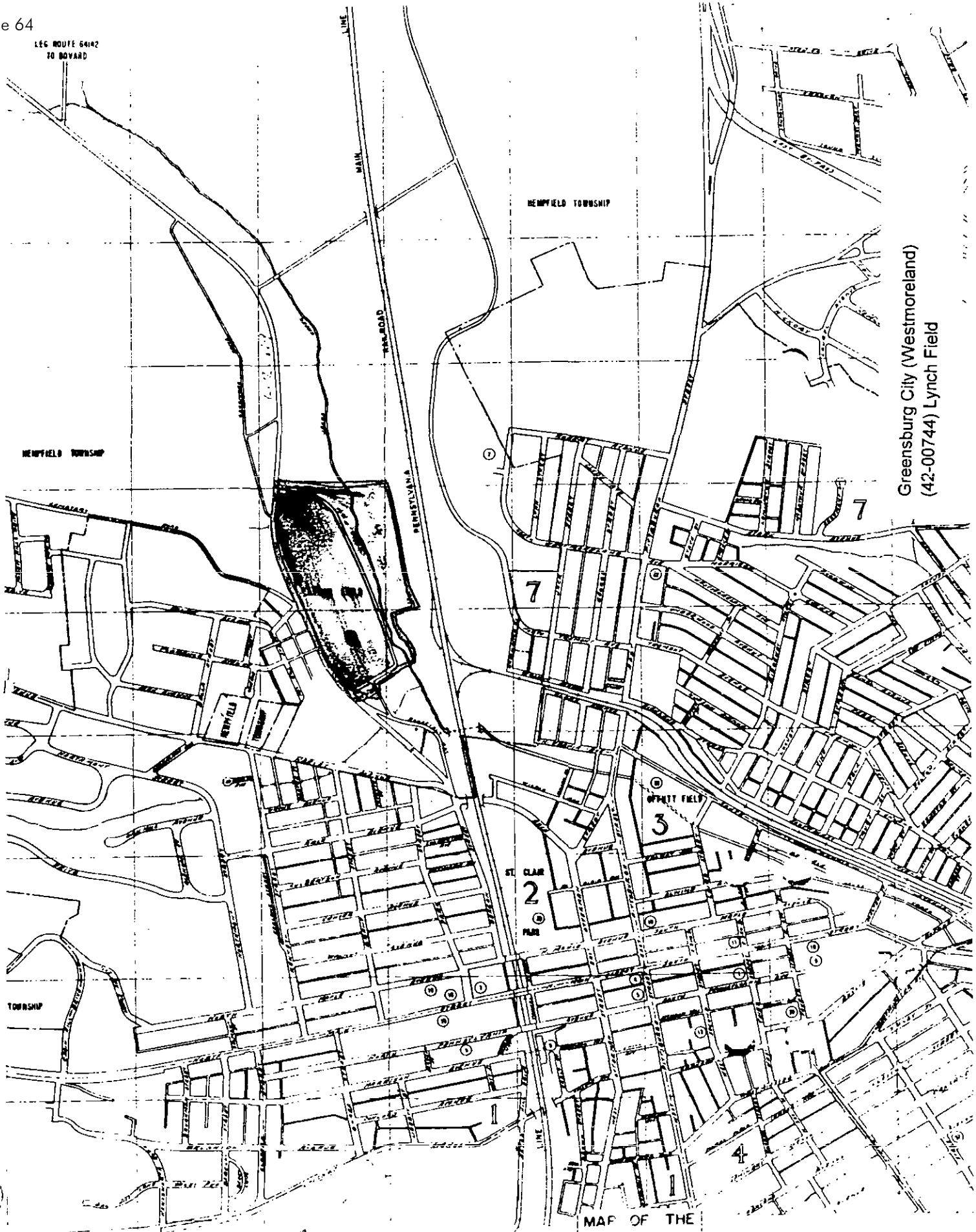
By

Jerry R. Wettstone
(Signature)

Jerry R. Wettstone
(Name)

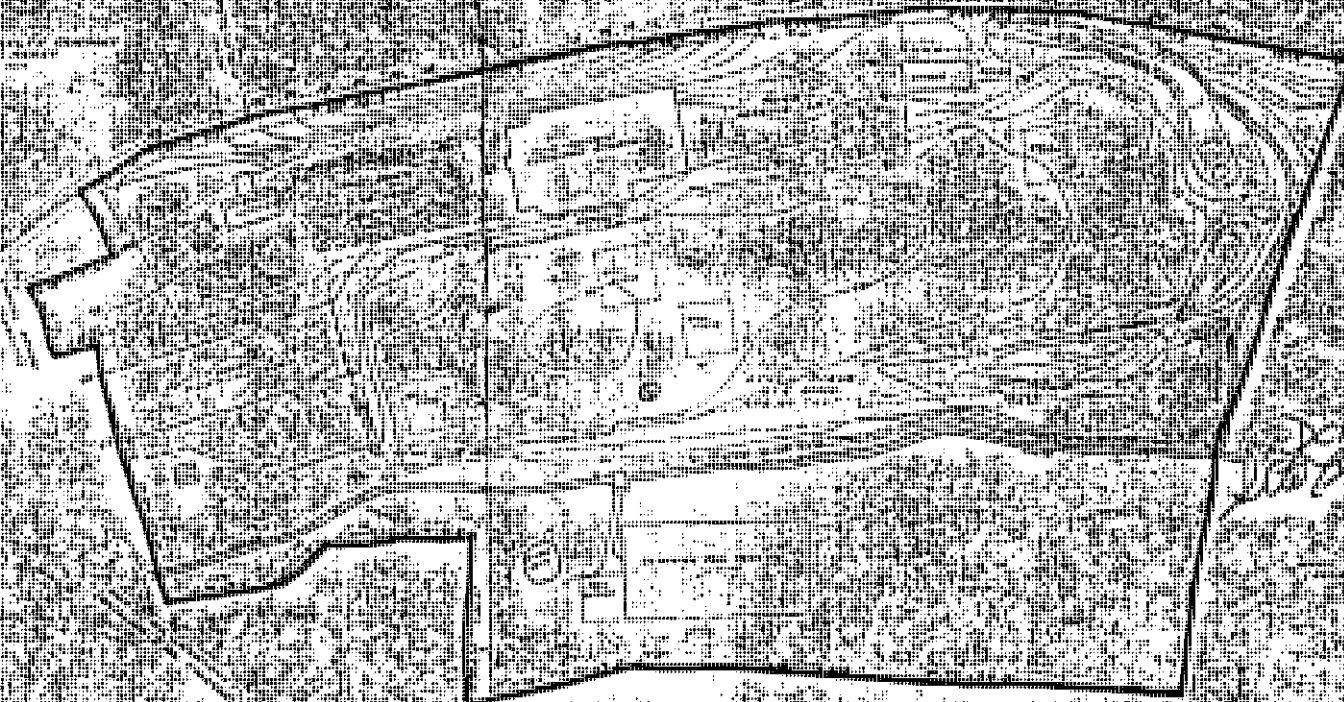
Alternate State Liaison Officer
(Title)

LEG ROUTE 6412
TO BOVARD



Greensburg City (Westmoreland)
(42-00744) Lynch Field

CITY OF GREENSBURG



Greensburg City (Westmoreland)
(42-00744) Lynch Field

PLANNING REGION		APPLICANT		COUNTY		POP. RANGE		MFI		AREA CLASS		SERV. AREA		PROJECT TYPE		COMP.	
1	2	1 OR 2 C. CITY	3 CLASS CITY	BOROUGH	1 CLASS TWP.	2 CLASS TWP.	COUNTY	MULTI-GOV'T.	OTHER	UNDER 2,500	2500-4999	5000-9999	10,000-14999	15000-24999	OVER 25000	ABOVE STATE	ABOVE REGION
3	4	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1
5	6	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1
7	8	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1
9	10	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1	7 4 U 2 1
PROJECT AND COMMUNITY DATA		PROJECT NAME		COUNTY		POPULATION		MUN. LAND AREA		DATE INIT.		PROF. DIR.		LTR. OF INTENT		COMB. PARK & REC. MUNICIPAL SCHOOL	
PLANNING REGION 10		PROJECT NAME Seven Sites		COUNTY Westmoreland		POPULATION 15,870		MUN. LAND AREA		DATE INIT.		PROF. DIR.		LTR. OF INTENT 2-17-81		COMB. PARK & REC. MUNICIPAL SCHOOL	
APPLICANT Greensburg City		CLASS 3rd		BOROUGH		MEDIAN FAMILY INCOME 9382		SVC AREA POP. 4.2 sq. mil		APPROVED 9-30-81		CONTRACTED 10-19-82		COMPLETED 5-9-83		AUTH. 6-1-83	
MAILING ADDRESS Scott L. Bender, Acting Director		BOR PROJ. NO. 42 -01171		COUNTY		% BELOW POVERTY 8.8		% OVER 65 YRS. 13.6		DATE FINAL PM'NT. 5-9-83		CONTRACTED 10-19-82		COMPLETED 5-9-83		AUTH. 6-1-83	
Greensburg Recreation Board		PROJECT Jack Laquatra,		COUNTY		% POP. CHANGE -8.7		% UNDER 18 YRS. 28.2		DATE FINAL PM'NT. 5-9-83		CONTRACTED 10-19-82		COMPLETED 5-9-83		AUTH. 6-1-83	
Route 119 North, P.O. Box 967		CONSULTANT L.A.		COUNTY		AREA CLASSIF. Urban		% NON WHITE .6		DATE FINAL PM'NT. 5-9-83		CONTRACTED 10-19-82		COMPLETED 5-9-83		AUTH. 6-1-83	
Greensburg, PA 15601				COUNTY		SERVICE AREA DESIGNATION Neighborhood				DATE FINAL PM'NT. 5-9-83		CONTRACTED 10-19-82		COMPLETED 5-9-83		AUTH. 6-1-83	
PROJECT TYPE dev.		PROJECT ACREAGE 9.80 ⁺		COUNTY		FINANCIAL DATA											
CONTRACT NO. PB-457-39-89-1		M.E. NO. 82-278		COUNTY		PERCAPITA COST											
PROGRAM		TOTAL		COUNTY		PROJECT COSTS		SUPPORT FACILITIES		PROFESSIONAL FEES							
P-70		10,000.00		COUNTY													
FLOOD				COUNTY													
BOR		24,762.00		COUNTY													
HUD				COUNTY													
SCS				COUNTY													
TOT. ASST.		34,762.00		COUNTY													
LOC. TOTAL		14,023.37		COUNTY													
TOT. PROJ.		48,785.37		COUNTY													
MEANS OF ACQUISITION: NEGOTIATION		LEASE		COUNTY		CONDEMNATION		DONATION									
ACQUISITION RIGHTS		FEE SIMPLE TITLE		COUNTY		LESS THAN FEE											
NO. OF PARCELS ACQUIRED				COUNTY													
LEGISLATIVE DISTRICTS: STATE SEN. 39		STATE HOUSE 57		COUNTY		U.S. CONGRESS 12											
PHASED PROJ. NOT PHASED X		SINGLE SEASON		COUNTY		MULT. SEASONAL X											
PROJECT DESCRIPTION AND FACILITIES AVAILABLE				COUNTY													
This project is for the further development of seven recreation sites in the City of Greensburg, Westmoreland County. The seven sites are Coulter Playground(2.24 ⁺ acres), Valley View (1.21 ⁺ ac.), Northmont Tot Lot (0.36 ⁺ ac.), St. Clair Park (1.37 ⁺ ac.), Daniels Tot Lot (0.12 ⁺ ac.) Lynch Field Park (31.5 ⁺ ac) and Nicely School Playground(1.3 ⁺ ac.).				COUNTY													
Development consists of: sports & Playfields at all 7 sites, related improvement/landscaping, signs and fees.				COUNTY													
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PROJ. ACRES		PRO															

UNITED STATES DEPARTMENT OF THE INTERIOR
Heritage Conservation and Recreation Service
Land and Water Conservation Fund Project Agreement

State <i>Pennsylvania</i>	Project Number <i>42-01171</i>	
Project Title <i>Greensburg City-Six Sites</i>		
Project Period	Date of Approval to 12/31/85	Project Stage Covered by this Agreement <i>Entire Project</i>

Project Scope (Description of Project)

This project is for the further development of six recreation sites in the City of Greensburg, Westmoreland County. The six sites are Coulter Playground (2.24⁺ acres), Valley View (1.21⁺ acres), Northmont Tot Lot (0.36⁺ acres), St. Clair Park (1.37⁺ acres), Daniels Tot Lot (0.12⁺ acres), and Lynch Field Park (31.5⁺ acres).

Development consists of: sports & playfields at all 6 sites.

AMENDED TO 7 SITES

<p>Project Cost</p> <p>Total Cost, \$ <u>51,000.00</u></p> <p>Fund Support not to exceed 50%</p> <p>Fund Amount \$ <u>25,500.00</u></p> <p>Cost of this Stage \$ <u>51,000.00</u></p> <p>Assistance this Stage \$ <u>25,500.00</u></p> <p>HCRS 8-92</p>	<p>The following are hereby incorporated into this agreement:</p> <ol style="list-style-type: none"> 1. General Provisions (HCRS Manual) 2. Project Application and Attachments. 3. _____ 4. _____ <div style="border: 1px solid black; padding: 5px; margin-top: 10px; width: fit-content;"> <p style="text-align: center;">POSTED</p> <p>Date <u>9-30-81</u></p> <p>By <u>ABL</u></p> </div>
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42-01171

The United States of America, represented by the Director, Heritage Conservation and Recreation Service, United States Department of the Interior, and the State named above (hereinafter referred to as the State), mutually agree to perform this agreement in accordance with the Land and Water Conservation Fund Act of 1965, 78 Stat. 897 (1964), the provisions and conditions of the Heritage Conservation and Recreation Service Manual (Grants-in-Aid Series), and with the terms, promises, conditions, plans, specifications, estimates, procedures, project proposals, maps, and assurances attached hereto or retained by the State and hereby made a part hereof.

The United States hereby promises, in consideration of the promises made by the State herein, to obligate to the State the amount of money referred to above, and to tender to the State that portion of the obligation which is required to pay the United States' share of the costs of the above project stage, based upon the above percentage of assistance. The State hereby promises, in consideration of the promises made by the United States herein, to execute the project described above in accordance with the terms of this agreement.

The following special project terms and conditions were added to this agreement before it was signed by the parties hereto:

A 6(f) boundary map and/or legal description will be forwarded to the National Park Service (NPS) by the State for approval prior to project finalization by NPS and final drawdown by the State. *satisfied 3/10/81*

"Any reference to the Heritage Conservation and Recreation Service (HCRS) or the Bureau of Outdoor Recreation (BOR) contained in this Project Agreement or any attachments incorporated thereto, shall hereinafter be considered a reference to the National Park Service (NPS)."

In witness whereof, the parties hereto have executed this agreement as of the date entered below.

THE UNITED STATES OF AMERICA

By

[Signature]

(Signature)

Heritage Conservation and
Recreation Service
United States Department
of the Interior

SEP 30 1981

Date

STATE

Pennsylvania

By

[Signature]

(Signature)

Jerry R. Wettstone

(Name)

Alternate State Liaison Officer

(Title)

UNITED STATES
DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

STATE Pennsylvania

Project Amendment No. 42-01171.1

AMENDMENT TO PROJECT AGREEMENT

THIS AMENDMENT To Project Agreement No. 42-01171.1 is hereby made and agreed upon by the United States of America, acting through the Director of the National Park Service and by the State of Pennsylvania pursuant to the Land and Water Conservation Fund Act of 1965, 78 Stat. 897 (1964).

The State and the United States, in mutual consideration of the promises made herein and in the agreement of which this is an amendment, do promise as follows:

That the above mentioned agreement is amended by adding the following:

Revise the Project Cost as follows:

Change the Total Cost and Cost of this Stage
from: \$ 51,000 to: \$ 51,282

Change the Fund Amount and Assistance this Stage
from: \$ 25,500 to: \$ 25,641

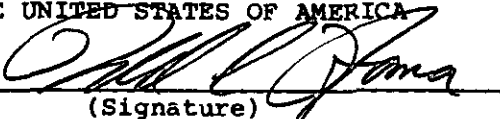
Revise the Project Title to Read: "Greensburg City-Seven Sites."

Revise the Project Scope to add a seventh site: "Nicely School Playground (1.3 $\frac{1}{2}$ ac)"

In all other respects the agreement of which this is an amendment, and the plans and specifications relevant thereto, shall remain in full force and effect. In witness whereof the parties hereto have executed this amendment as of the date entered below.

THE UNITED STATES OF AMERICA

By


(Signature)

OUTDOOR RECREATION PLANNER

(Title)

National Park Service
United States Department of
the Interior

Date 1 9 MAY 1983

STATE

Pennsylvania

(State)

By


(Signature)

Jerry R. Wettstone

(Name)

Alternate State Liaison Officer

(Title)

NPS 10-902a
(7-81)

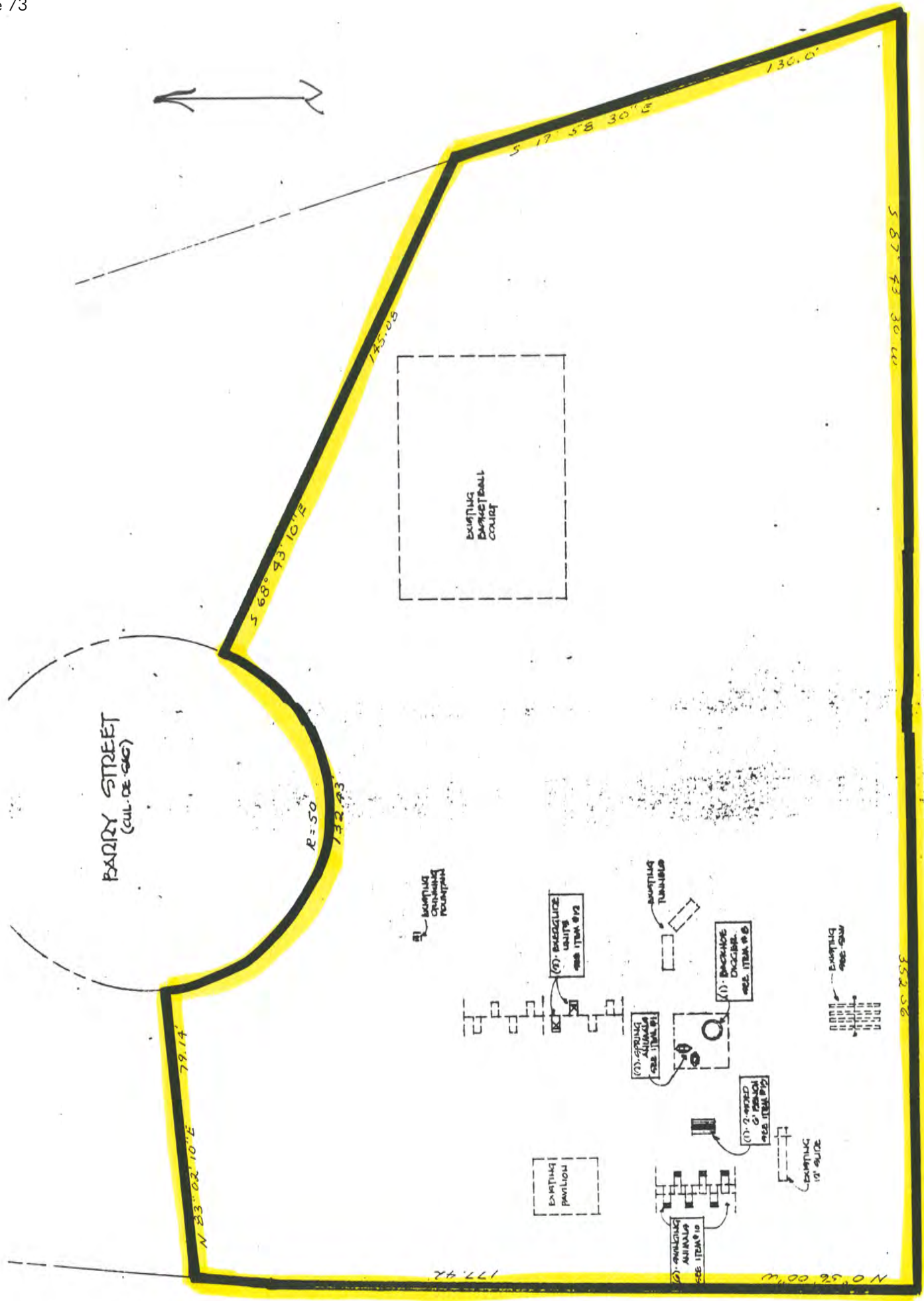
POSTED
Date <u>5-31-83</u>
By <u>ABZ</u>

Wildwood Dr. 6-A



- Greensburg City (Westmoreland)
(42-01171) Seven Sites





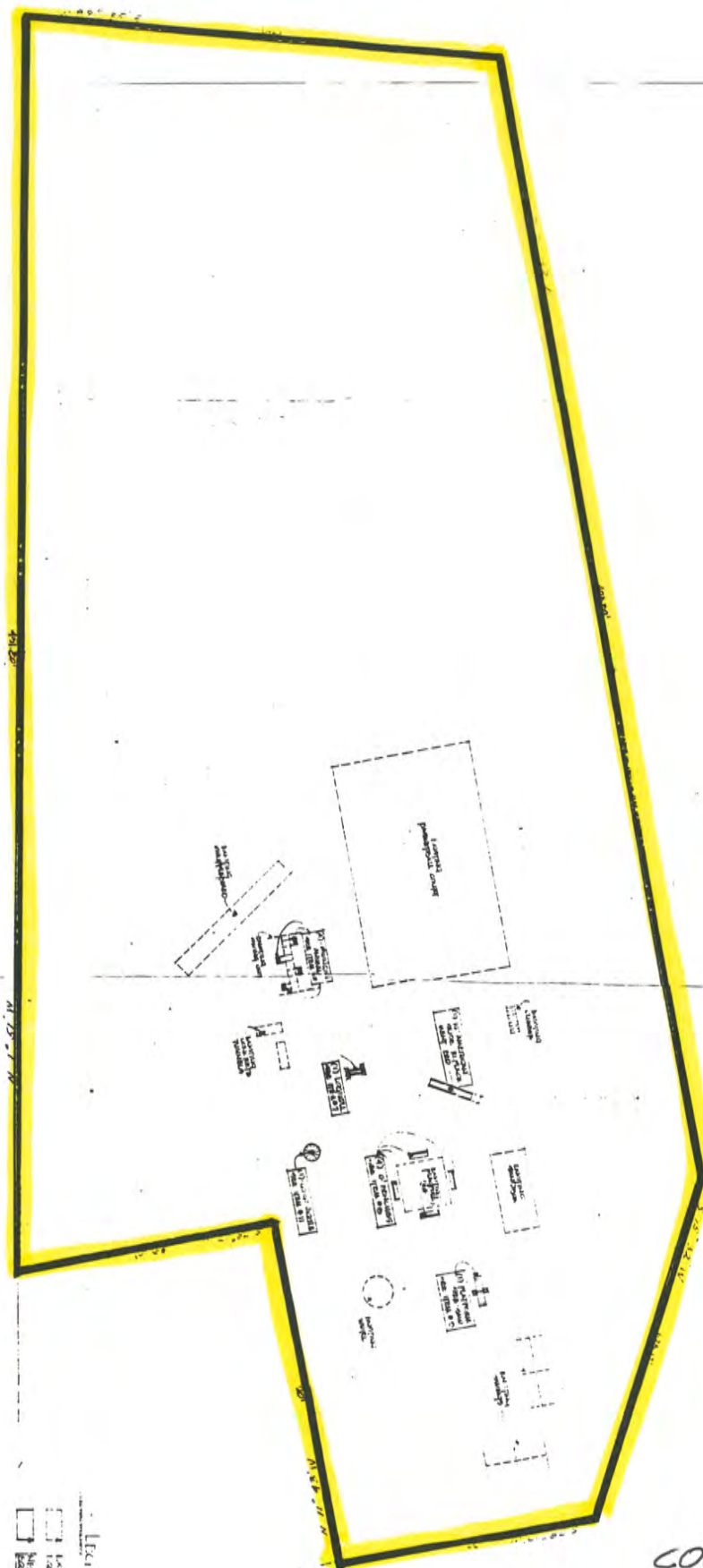
Greensburg City (Westmoreland)
(42-01171) Seven Sites

#2 VALLEY VIEW PLGD.

1171

Greensburg City (Westmoreland)
(42-01171) Seven Sites

CRUITION AVENUE



#3

COULTER PLGD.

68 MAP

SCALE 1"=20'

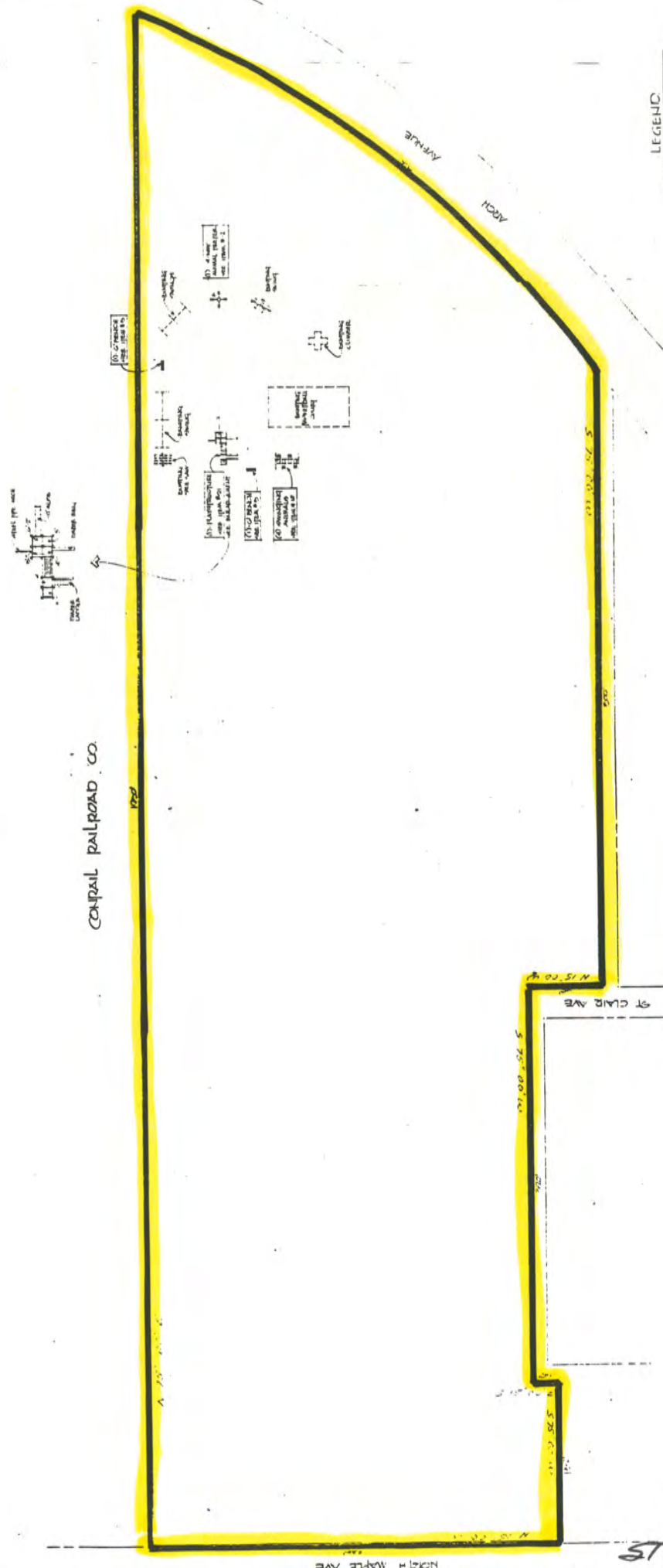


LEGEND
[Symbol] Existing
[Symbol] Proposed



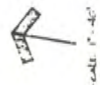


8
DANIELS TOT LOT



LEGEND

- 4 existing play equipment
- 1 existing structure
- new run
- equipment



MAP

Greensburg City (Westmoreland)
(42-01171) Seven Sites

#11

ST. CLAIR PARK

1171

ARMED AND DANGEROUS
BOMB DETECTOR

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED
DATE 11-19-2001 BY 60322 UCBAW/STP

1902 2 12 200000 40-4000

LEY AVENUE

WOMAN & RUFFIN

INGRAM REALTY COMPANY
7.960 ± ACRES

SAMUEL RANBY
CLEANING

SWT OIL COMPANY
GASOLINE & OIL STORAGE

PENNSYLVANIA RAILROAD COMPANY

LYNCH FIELD RECREATION CENTER
PROPERTY OF
CITY OF GREENSBURG
SITUATE IN
CITY OF GREENSBURG, WESTMORELAND CO., PA.
JAN 1971

Greensburg City (Westmoreland)
(42-01171) Seven Sites

1171



Greensburg City (Westmoreland)
(42-01171) Seven Sites

1171

BLIGHT MITIGATION STRATEGY

DECEMBER 2022



GREENSBURG
PENNSYLVANIA

SHAPE GREENSBURG
YOUR VOICE, YOUR VISION, YOUR CITY

SHAPE GREENSBURG

YOUR VOICE, YOUR VISION, YOUR CITY

Shape Greensburg is a multi-faceted comprehensive planning effort conducted over the course of 2022. The Blight Mitigation Strategy is one component of the overall Shape Greensburg planning effort. See the Core Comprehensive Plan for more information regarding the planning process and acknowledgment of contributors.

TABLE OF CONTENTS

INTRODUCTION..... 5

BROAD STRATEGY..... 9

 Priority Issue #19

 Priority Issue #29

FIGHTING BLIGHT ON 3 FRONTS..... 10

RECOMMENDED ACTIONS 11

 STABILIZE with Property Owner Assistance 12

 RECLAIM through Targeted Revitalization..... 13

 HOLD ACCOUNTABLE via Community Code Enforcement 14

HOW CAN THE COMMUNITY GET INVOLVED? ... 16

 Potential Partnerships..... 16



BLIGHT MITIGATION STRATEGY

INTRODUCTION

What is blight and what causes it?

Blight refers to the deteriorated or dilapidated condition of buildings and/or lots which pose threats to public health and safety as well as the general appearance of an area. While blight can be categorized into many specific types and scales, blight is commonly known through public perception, which generally associates blight with negligence and lack of community pride as well as areas unattractive for investment and development.

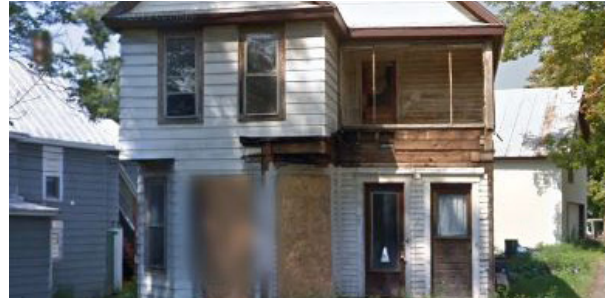
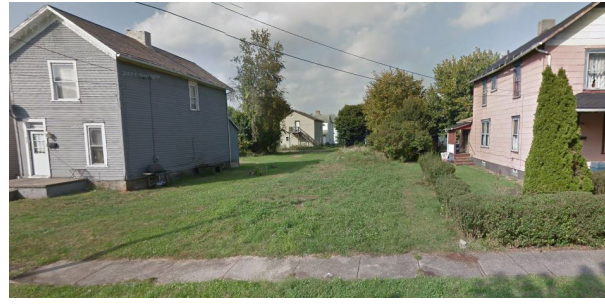
Blight is not unique to Greensburg but has impacted numerous communities across the broader region due to the following reasons. A major root cause was population decline beginning for Greensburg in the 1980s. Since then, the city has lost over 2,612 residents, accounting for 15 percent of the city historic capacity. Population decline was largely sparked by the collapse of the steel, coal, and other manufacturing industries. Another trend impacting specifically urban communities was the era of suburban housing and commercial growth, spanning over the second half of the 20th century, which drew residents and businesses out of the city and into surrounding suburbs which provided generally cheap land and a younger building stock. Furthermore, home financing policies favored buying new construction homes rather than renovating existing mature houses.

Due to Greensburg's well-established history, roughly 85 percent of the city's housing units are over 50 years in age, a percentage much higher than the value nationwide (53 %). Keeping up with the necessary maintenance and upgrades of these homes is an ongoing challenge for property owners. The presence of blighted property within a neighborhood is often associated with lower property values. Low to moderate income households living within such areas may lack the resources needed to maintain and renovate their properties. The heart of this blight mitigation strategy identifies ways in which resources needed to address blight can be made more accessible for the community.

In addition to addressing blight related to neighborhood housing, another focus of this plan is the revitalization of commercial and mixed-use buildings located in downtown Greensburg. Good quality small businesses will only thrive in downtown if the building stock provides up-to-date good quality spaces for such business. In fact, data indicates that there exists plenty demand for retail and restaurants, but it is likely the scarcity of quality, suitable building space that presents the greatest barrier to a thriving business district. Support for building owners and developers marks the first step in this process. Therefore, addressing blight in downtown is essential in laying the foundation for attracting and sustaining local business entrepreneurship.

Types of Blight:

- **Vacant/Empty Lot**- Vacant lots with no buildings, potentially resulting from past demolitions, can create a “missing teeth” effect along a street of existing buildings.
- **Abandoned Buildings** - Long term abandoned buildings with significant deterioration may pose a threat to public safety related to fire risk, structural collapse, spread of detritus, place of illicit activity, etc.
- **External Blight** – Generally occupied buildings with unkempt yards and slightly deteriorated exteriors, may be the result of negligence or property owners lacking resources to make improvements.
- **Internal Blight** – While the structure of such buildings may be secure, interior deterioration of old/outdated utility systems (i.e. electric, heating/cooling, etc.) make rehab/renovation work more costly/less feasible.
- **Surface Parking Lots** – Surface parking lots, without aesthetically pleasing landscaping/screening, create lifeless voids within a block, especially prevalent within downtown. As automobiles became the dominant mode of transportation, parking lots expanded throughout downtown, usually taking the place of demolished buildings or lots used for other purposes.
- **Blank Walls** –Façades of occupied buildings, which lack windows or architectural variation, also create lifeless voids within a block.



What has Greensburg already done to fight blight?



Step 1: Gain Consensus for Developing a Blight Plan



Step 2: Assess the Nature and Extent of the Blight



Step 3: Convene a Blight Task Force



Step 4: Engage Municipal Officials



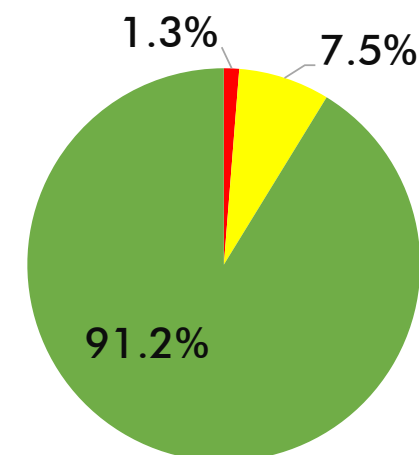
Step 5: Identify Priority Action Steps and Implement Them

We Are Here!

The resulting recommendations of this plan will guide the City in completing steps 3, 4, and 5.

Graphic from the Housing Alliance of PA “A Five-Step, Fast-Track Blight Plan”

City of Greensburg Blight Inventory Project (2021) – Inventory, as an accounting of existing conditions, is a vital step in helping the community to fully understand and visualize the presence and magnitude of blight. In other words, where does blight exist, and the quality of conditions observed. All parcels across the city were classified by a condition of “good, fair, or poor.” View results here: <https://greensburgblightinventory-wcpagis.hub.arcgis.com/> The blight inventory was completed by the Westmoreland County Department of Planning and Development through their Technical Resources and Municipal Services (TRAMS) program. The insights and trends revealed by this inventory were used in guiding the focus of this strategy. The city’s blight mitigation efforts will continue to be informed by this inventory, especially when prioritizing certain priority areas for block clean-ups and redevelopment opportunities.





Good

- New construction/renovation
- No visible signs of deterioration
- Needs minor painting/basic improvements
- Well maintained and cared for
- Some cleaning necessary
- *Empty lot/no structure—no major visible debris



Fair

- Some cracking of brick or wood
- Major painting required
- Deteriorated cornice
- Crumbling concrete
- Cracked windows or stairs
- *Empty lot/no structure—some visible debris (tires, trash, abandoned objects, etc.)



Poor

- Major cracking of brick, wood rotting
- Missing brick and siding
- Broken, missing, or boarded-up windows
- House is a shell or has open holes/Immediate safety hazard
- House is filled with trash/debris and or severely overgrown
- *Empty lot/no structure—major visible debris (tires, trash, abandoned objects, etc.)

Take-Aways:

- RED properties (severely blighted; graded as “Poor”) are limited in number (76 parcels or 1.3 percent citywide) compared with other cities struggling with blight. For perspective, an inventory sample of 5,000+ properties in the city of Sharon PA revealed that 13 percent (694 parcels) of properties were designated as poor or abandoned. This indicates that efforts to address these properties (e.g. demolitions) are not a large-scale current challenge.
- RED properties are generally speckled across the city, with no clearly defined clusters of concentrated blight. This may be viewed as either a positive sign or a disadvantage. Such a condition avoids entire sections of the city being labeled negatively, but at the same time means blight can impact any part of the city. Since blight is largely influenced by public perception, just a single blighted lot can impact the impression of a block or neighborhood.
- YELLOW properties (graded as “Fair”) are more prevalent than RED properties and also found across all sections of the city. Such buildings are generally safe and livable but on the brink of falling to RED if maintenance/rehabilitation work is not completed in the near term.

Red X Program - The Program is designed to alert firefighters, and other first responders, that certain properties are not safe to enter. Such properties are marked with a large red “X” sign placed on the front of the building in a highly visible area. The program helps ensure the safety of first responders when entering properties.

City Codes - The city has adopted property maintenance and rental registration ordinances to enable property inspections and enforcement of code violations.

Demolitions - The city has completed demolitions of structures, 1 to 3 per year on average (number to be collected from city staff), deemed a significant nuisance to public health and safety, as is customary by municipalities.

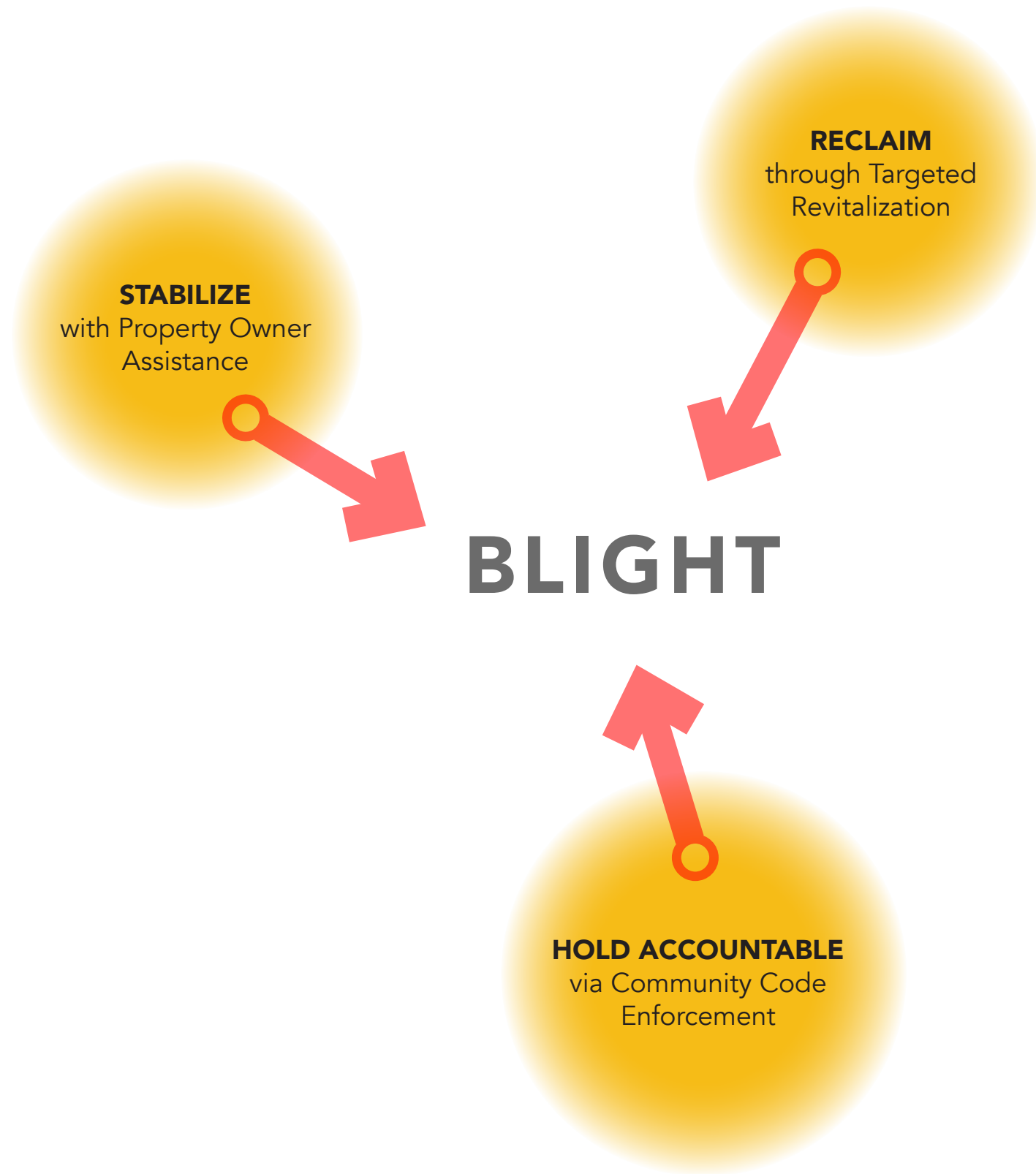


BROAD STRATEGY

Each type of blight, as introduced above, represents a unique challenge as well as opportunity for various solutions. While all types of blight are present to some extent within Greensburg, some are more prevalent than others. In general, compared to other peer municipalities struggling with blight, Greensburg currently has less issues regarding large numbers of vacant lots or long term vacant/abandoned buildings. Rather, as identified by public input from workshops and technical analysis, Greensburg’s main challenges stem from the following two issues:

Priority issues currently for Greensburg regarding blight:

- **Priority Issue #1:** Generally occupied residential dwellings (both owner-occupied or renter-occupied) characterized by unkempt yards and damage/deterioration visible from the street. Many of these properties likely received a YELLOW grade on the blight inventory. They are generally safe and livable but on the brink of falling to a grade RED grade if maintenance/rehabilitation work is not completed in the near term.
- **Priority Issue #2:** Downtown blight, characterized primarily by internal blight and vacant ground level storefronts, but also impacted by blank wall facades and a proliferation of parking lots. Due to the unseen potentially blighted conditions of building interiors, such buildings may not have received a yellow or red grade by the blight inventory, which focused on external observations. Therefore, blight in downtown does not neatly correlate to color grades of the blight inventory and should be addressed on a lot-by-lot basis. See Action B.2 which calls for an assessment of internal conditions for downtown buildings.



FIGHTING BLIGHT ON 3 FRONTS

Each of the following components are intended to advance simultaneously to address specific aspects of blight from three general directions.

A. STABILIZE with Property Owner Assistance

This component of the strategy proactively addresses Priority Issue #1 by supporting Greensburg's mature building stock which requires significant maintenance and rehabilitation. Actions include mobilizing a support network of community organizations and facilitating homeowner rehabilitation loans and grants. This work will play a vital role in improving properties from "YELLOW to GREEN" and ensuring no further decline from "YELLOW to RED" as identified by the Blight Inventory Project.

B. RECLAIM through Targeted Revitalization

This element of the strategy aims to get properties of more critical condition "back into play" through redevelopment. Primarily addressing downtown (Priority Issue #2), this work will involve inventorying the interior conditions of vacant buildings as well as collaboration with community development partners to revitalize properties at strategic points within downtown, the city's most outwardly visible district.

C. HOLD ACCOUNTABLE via Community Code Enforcement

Understanding that blight can spread widely by a concentration of a relatively few negligent property owners, it is important for the city's code enforcement efforts to be well positioned and fully equipped. Enhanced code enforcement involves Quality-of-Life Ticketing, block sweeps, upgrades to online tracking tools, and regulations designed to discourage negligent property owners.

RECOMMENDED ACTIONS

Please note that actions from each of the three components may occur simultaneously. Within each component, actions are generally listed as a progression with actions building upon each prior.

Catalytic Action I: Convene a Blight Task Force to inform and guide the implementation of the actions outlined within this strategy.

The city should assemble a Blight Task Force, made up of various stakeholders (i.e. code enforcement officers, city planners, community development leaders, local residents and business owners, real estate agents/developers, etc.) with knowledge and interest in blight mitigation to serve an advisory and coordination role supporting the strategies and actions outlined within the document. In particular, the Blight Task Force should focus on Action B.1 which seeks to determine the tracks for key properties. The task force should be tight-knit (roughly 5 to 10 members) and inclusive of the most knowledgeable and dedicated members to ensure effective progress is achieved.

Catalytic Action II: Expand capacity for city staff dedicated to managing the implementation of blight mitigation efforts outlined by this report.

To support the following recommended actions, the City should consider expanding the capacity of staff dedicated to blight remediation efforts, including code enforcement. The city has already approved additional staff within Planning & Development for such purposes. It is recommended that such a position should allocate roughly 30 to 50 percent of work hours to leading and facilitating the implementation of blight mitigation efforts as outlined within this report.

A. STABILIZE with Property Owner Assistance

Action A.1: Assemble and mobilize a broad network of partners, including social service organizations (e.g. faith-based organizations), local businesses (e.g. landscapers, contractors), and financial institutions, to assist with property maintenance and renovation/rehab projects.

Project commitment timeframe: Less than 1 year

In certain cases, property owners may desire to resolve property maintenance issues, yet they lack the resources or ability to complete the necessary improvements. The city can play an important coordination role between residents and the many support services within the community. In examples from other communities across the state, local contractors and landscapers have offered discounts for certain vulnerable homeowners (i.e. due to age, income, or disabilities). Also, faith-based and social service organizations have offered financial and volunteer labor assistance for property owners. Banks and other financial institutions can also support these efforts by offering loans to property owners and small business landlords. The city can support these efforts by assembling a network of resources and publicizing them, especially on any documents (i.e. tickets, citations, publications/newsletters) related to code enforcement.

Action A.2: Pursue programs providing property owner assistance loans and grants for maintenance and rehabilitation projects which will help bring properties into compliance with property maintenance codes.

Project commitment timeframe: 3 to 6 years

There are already programs and funding sources that provide financial assistance to property owners for property maintenance, the key for Greensburg is connecting these resources with individuals in need at a more rapid pace and at a broader scale. Two primary funding sources, including federal Community Development Block Grants and HOME Investment Partnerships Program through H.U.D., have been successfully used by municipalities and counties administering local assistance programs.

Currently, the challenge is setting up a program locally to administer these funds to Greensburg property owners. The city should consider establishing capacity to administer such a program (in conjunction with Catalytic Action II) or coordinating with a local community partner to assist with such a program. In the case of accessing CBDG or HOME funding, the city must coordinate with Westmoreland County which is the entity currently entitled to such funding. The city of Altoona is an example of a local municipality that operates both a HOME Rehabilitation Program and a Direct Homeowner Rehab Loan Program, which Greenburg may consult with if pursuing such a direction.



EXAMPLE OF HOME RENOVATION WORK

B. RECLAIM through Targeted Revitalization

Action B.1: Develop and maintain an active inventory list of properties of critical/severe condition and sort into two-tracks for either

- 1.) demolition and eventual redevelopment or
- 2.) rehabilitation of an existing structure.

Project commitment timeframe: 1 to 3 years

On-track for demolition: Formalize a uniform and consistent procedure and timeline for properties on track for eventual demolition.

While the number of properties within the city necessitating demolition is of a lesser scale than some other communities fighting blight, there is still value for the city to process demolitions with greater efficiency and consistency. To this end, the following items should be considered:

- Establish a clear set of criteria for prioritizing properties on-track for demolition. Factors for prioritization may include Red X designations, significant amount of public complaints, location along a highly visible/traffic corridor, location within close proximity of other blight properties, cost and/or timing of legal processes to condemn/acquire property, etc.
- Encourage residents to utilize the Westmoreland County Blight Reporter online survey form to report blighted properties by posting a link on the city website's "How do I?" webpage.
- Formalize an active list of properties which the city has identified as "on-track" for demolition, including the current legal status and potential timeframe for when demolitions are projected for completion.

- Share this list online for the public to view (on the Blight Inventory webpage) so that the demolition process is fully transparent. The number of demolitions per year can be accounted for to record progress completed.

On-track for rehabilitation: Properties designated for rehabilitation should be generally targeted to key buildings of historic or architectural character, at strategic locations within the downtown, which may help spark further revitalization. Examples of such properties include the block of Main Street between Otterman and Pittsburgh Streets across from the courthouse.

The city may consider the following criteria:

- unique or significant architectural character
- older buildings with historic value
- buildings within the central business district at highly visible locations
- prospect of legally transferring property to a community development entity

Once identified, redevelopment efforts for such properties should be pursued in collaboration with community development partners, including Think Greensburg.

Action B.2: Assemble an inventory of all vacant downtown buildings (including the condition of structure and internal building systems, suitability for certain uses, etc.) to inform potential redevelopment opportunities and prevent buildings from further deterioration.

Project commitment timeframe: 1 to 3 years

While external blight, such as an empty boarded-up storefront, is an eye-catching source of blight, it is often the internal condition of buildings that inhibits restoration of downtown buildings. In particular, older structures may have outdated or degraded utility systems (i.e. electrical, plumbing, heating/cooling, etc.). The condition of elevators and spaces built prior

to ADA accessibility requirements may inhibit older buildings from meeting current building codes. Developers are unlikely to consider redevelopment projects if these internal conditions are unknown. An inventory and assessment of internal building conditions is a valuable tool which offers potential developers' information, which can limit risk associated with project unknowns. Code enforcement could play a key role in this work by focusing on internal inspections to ensure that property holders continue to upkeep vacant buildings. Think Greenburg (GCDC) and other community development partners could assist with this project as well.

Another component of the inventory would be identifying the size (i.e. square footage) and suitability of spaces accommodating various uses (i.e. retail, restaurant, office, apartments, etc.). Depending on certain attributes and the historic use of a building, some spaces are already suited for certain specialty uses, while other spaces are adaptable and may provide for a variety of new uses. All in all, an inventory provides the city and stakeholders with vital information needed to attract and support redevelopment.

This action directly responds to the issue of downtown blight not accounted for by the Blight Inventory Project, which focus solely on external conditions of properties. This action is vital to paint a more complete picture of blight in downtown.



PHOTO OF VACANT STOREFRONT IN DOWNTOWN

C. HOLD ACCOUNTABLE via Community Code Enforcement

Action C.1: Establish a Quality-of-Life Ticketing ordinance to encourage more convenient and efficient enforcement for minor external property maintenance violations, such as overgrown lawns, trash, and abandoned vehicles.

Project commitment timeframe: Within 1 year

With such a system in place, property maintenance code violations are treated like parking tickets, rather than citations handled by local courts, which require hearings and are often time and resource draining for both residents and municipal governments. How it works: code or police officers place tickets (typically starting at \$25) on doors of properties where external maintenance issues are observed. The ticketing system can be accompanied with proactive warnings and educational opportunities when officers inspect select city blocks (called a "sweep" described more below). This action is identified as a blight prevention tool by the Housing Alliance of Pennsylvania "From Blight to Bright" Toolkit.

Action C.2: Conduct regular block-by-block "sweeps" as enabled by a Quality-of-Life Ticketing ordinance, in which code and/or police officers walk the streets to proactively educate property owners about property maintenance laws.

Project commitment timeframe: 1 to 3 years

Block sweeps provide a proactive and non-threatening way for code enforcement officers to meet with property owners face to face to discuss the issue and work toward resolutions before a fine is warranted. Often times, property owners may not be aware of the code requirements for maintaining their yards and building exteriors. Block sweeps help educate the public by providing information of common

violations (e.g. high grass/overgrowth) and offering a grace period to resolve the issue. It is important for block sweeps to be coordinated with local neighborhood groups/stakeholders to ensure the public has been adequately informed of the City's new approach to code enforcement. The presence of code enforcement within neighborhood block sweeps should be gauged as to not appear overbearing.

Block sweeps can be paired with citizen-engaged block clean-ups to encourage a shared responsibility of property maintenance. The city may support such efforts by providing supplies, such as dumpsters, to assist with hauling away trash and lawn waste.

Action C.3: Bolster the enforcement of the rental registration by shifting the operations process online.

Project commitment timeframe: Within 1 year

An online service for rental registration is likely to ensure more rental properties are properly enrolled and in turn regularly inspected. Consistency of rental inspections is key to ensuring safe and humane housing conditions are maintained for all Greensburg residents. A more effective rental registration will also ensure negligent landlords are held accountable for poor property conditions.

Action C.4: Upgrade the existing code enforcement database system used for tracking property maintenance code violations to be equipped with the latest technical (i.e. live/online) capabilities.

Project commitment timeframe: 1 to 3 Years

Such technical upgrades are greatly necessary for improving the effectiveness and efficiency of code enforcement officers. Due to the significant investment and adjustment to a new system, it is recommended that the city

partner with the Westmoreland County Land Bank & Redevelopment Authority. The Land Bank has voiced support for developing a regional code enforcement database which would serve multiple Westmoreland County municipalities. Regional code enforcement has gained widespread success where implemented, including the Turtle Creek Council of Governments.

Open Gov is a software developer of cutting-edge digital solutions for making enforcement more efficient and strategic for municipalities. <https://opengov.com/products/citizen-services/code-enforcement-software/>

Such new systems may allow for more broader and more effective enforcement as well as the availability of widely accessible data, which can be used to inform city staff/leadership. Easily reportable data, which is digestible for a broad audience is essential for the city to make proactive, strategic decisions related to blight mitigation.

Action C.5: Pursue policies and actions, legally afforded by Federal and State law, which discourage negligent property owners from perpetuating blight. (e.g. Disqualify negligent property owners to bid on tax sale).

Project commitment timeframe: Less than 1 year

Disqualification of Tax Sale Bidders and Cost Recovery for Properties: Restricting bidders who have tax delinquencies or code violations and recovering costs for maintenance and rehabilitation of properties that fail to sell at upset sale. The city should consider this legal tool as well as others as enabled by the Pennsylvania Neighborhood Blight Reclamation and Revitalization Act, Act 90.

Note: The actions within this strategy relate specifically to the aspects of city government most closely related to blight remediation. This

strategy does recognize that other municipal functions do relate tangentially to blight. The city should consider how zoning and land development code updates may help reduce the ill effects of poorly designed parking lots or buildings that are out-of-scale or out-of-character. In addition, the city should consider policies that support new homeownership or encourage entrepreneurship, such as tax abatements.

HOW CAN THE COMMUNITY GET INVOLVED?

While city leadership and staff play an important role in blight remediation, every member of the community has an opportunity to join in the “fight against blight” and do their part. At the end of the day, it is up to individual residents and business owners to take pride in their own properties, which can then extend to their neighborhoods. Trash clean-ups and beautification projects (i.e. flower, tree plantings) are excellent opportunities for community members to volunteer their time to make a visual impact within an immediate timeframe (See Action C.2).

Looking ahead to more long term focuses for the city, it is possible that continued regular demolitions will create a more significant number of vacant lots. While other portions

of the Shape Greensburg plan do address how enhanced zoning and land development ordinances can encourage a more complete infill development of such vacant lots, a potential interim use of vacant land can be community green space for gardening, passive recreation, or social gatherings. In the future, the city may consider establishing an “adopt-a-lot” program which allows community members/organizations to lease land for such purposes.

Potential Partnerships

While this Strategy focuses on what the city specifically can take action to address blight, there are many opportunities for other entities to support blight remediation efforts along the way.

- Grassroots citizen groups
- Faith-based congregations
- Central Westmoreland Habitat for Humanity (CWHFH)
- Local real estate agencies
- Contractors/landscapers
- Local property managers/landlords
- Redevelopment Authority of the County of Westmoreland (RACW) & Land Bank
- Surrounding Municipalities
- Local banks/financial institutions
- PA Department of Community & Economic Development – Funding and resources
- Think Greensburg (GCDC)
- Higher education and healthcare institutions



EXAMPLE OF COMMUNITY CLEAN-UP EVENT

The City of Greensburg

Retail Market Analysis



Prepared for
The City of Greensburg, Pennsylvania

Prepared by
Gibbs Planning Group

25 May 2022



Table of Contents

EXECUTIVE SUMMARY.....	3
BACKGROUND.....	2
METHODOLOGY.....	3
TRADE AREA BOUNDARIES.....	4
TRADE AREA DEMOGRAPHICS.....	4
DEMOGRAPHIC CHARACTERISTICS.....	6
DOWNTOWN NEW RETAIL AND RESTAURANT DEMAND.....	7
ANALYSIS ASSUMPTIONS.....	8
LIMITS OF STUDY.....	9
APPENDIX A1.....	11
APPENDIX A2.....	17
APPENDIX A3.....	24
APPENDIX B1.....	30
APPENDIX B2.....	32
APPENDIX B3.....	34

Greensburg, Pennsylvania Retail Market Analysis

25 May 2022



Figure 1: View Greenville Main Street looking north.

Executive Summary

This study finds that the downtown Greensburg area can presently support up to 62,000 sf of new additional restaurant and retail space, generating as much as \$26 million in new annual sales. This new retail demand could support 20-35 new stores and restaurants or be absorbed by existing downtown businesses.

The new supportable businesses include 44,000 sf of retail space equating to 16-24 new shops and 18,000 sf of additional food and beverage space reflecting 9 to 12 new restaurants. More specifically, the new supportable businesses could include 2-3 apparel stores, 1 book/music store, 1-2 gift stores 2-3 home furnishing stores, 1-2 jewelry stores, 1 specialty grocery store, 1 pharmacy, 1-2 shoe stores, 1-2 toy/sporting goods store, 3-4 specialty food stores, 1 brewery/pub, 3-4 full-service restaurants, 3-4 limited-service restaurants, and 2-3 bakeries/ice cream/coffee shops.

This study further estimates that the existing overall commercial trade area for the downtown extends 10 to 20 miles and includes 166,000 residents and 72,200 households with an average income of \$73,000 per year. Nearly 30 percent of the overall trade area residents have a four-year college or graduate degree and approximately 36 percent earn over \$75,000 per year. The median age in the overall trade area is 47.3 years.

Background

The city of Greensburg, Pennsylvania has retained Gibbs Planning Group (GPG) to conduct an independent, third-party preliminary analysis to estimate the market demand for retail development in its downtown area. GPG's analysis is intended to provide the city of Greensburg with data-based projections of the amounts and types of retail development that the district will be able to support upon completion of proposed improvements.



Figure 2: Downtown Greensburg is situated in southwest Pennsylvania and is considered part of the metro Pittsburgh area, approximately 20 miles southeast of Pittsburgh.

Methodology

To estimate the amounts and types of retail supportable in the downtown Greensburg study area, GPG defined a trade area that would serve the retail in the existing downtown area based on geographic and topographic considerations, traffic access/flow in the area, concentrations of daytime employment and the retail gravitation in the market, as well as our experience defining trade areas for similar markets. Population, consumer expenditure and demographic characteristics of trade area residents were collected by census tracts from the U.S. Bureau of the Census, U.S. Bureau of Labor Statistics and Esri (Environmental Systems Research Institute).

Finally, based on the projected consumer expenditure capture (demand) in the overall trade area of the gross consumer expenditure by retail category, less the current existing retail sales (supply) by retail category, GPG projects the potential net consumer expenditure (gap) available to support existing and new development. The projected net consumer expenditure capture is based on household expenditure and demographic characteristics of the primary trade area, existing and planned retail competition, traffic and retail gravitational patterns and GPG's qualitative assessment of downtown Greensburg.

Net potential captured consumer expenditure (gap) is equated to potential retail development square footage, with the help of retail sales per square foot data provided by Dollars and Cents of Shopping Centers (Urban Land Institute and International Council of Shopping Centers), qualitatively adjusted to fit the urbanism and demographics of downtown Greensburg.

Trade Area Boundaries

This study estimates that the boundaries of the overall trade area of downtown Greensburg extend roughly 17 miles north of Saltsburg, 20 miles south to Connelsville, 15 miles east past Derry, and 6 miles west to Adamsburg and Jeanette. GPG estimates that people living, working, and visiting the overall trade area will account for up to 60 percent of the total sales captured by retailers and restaurants in downtown Greensburg, upon implementation of the proposed improvements.

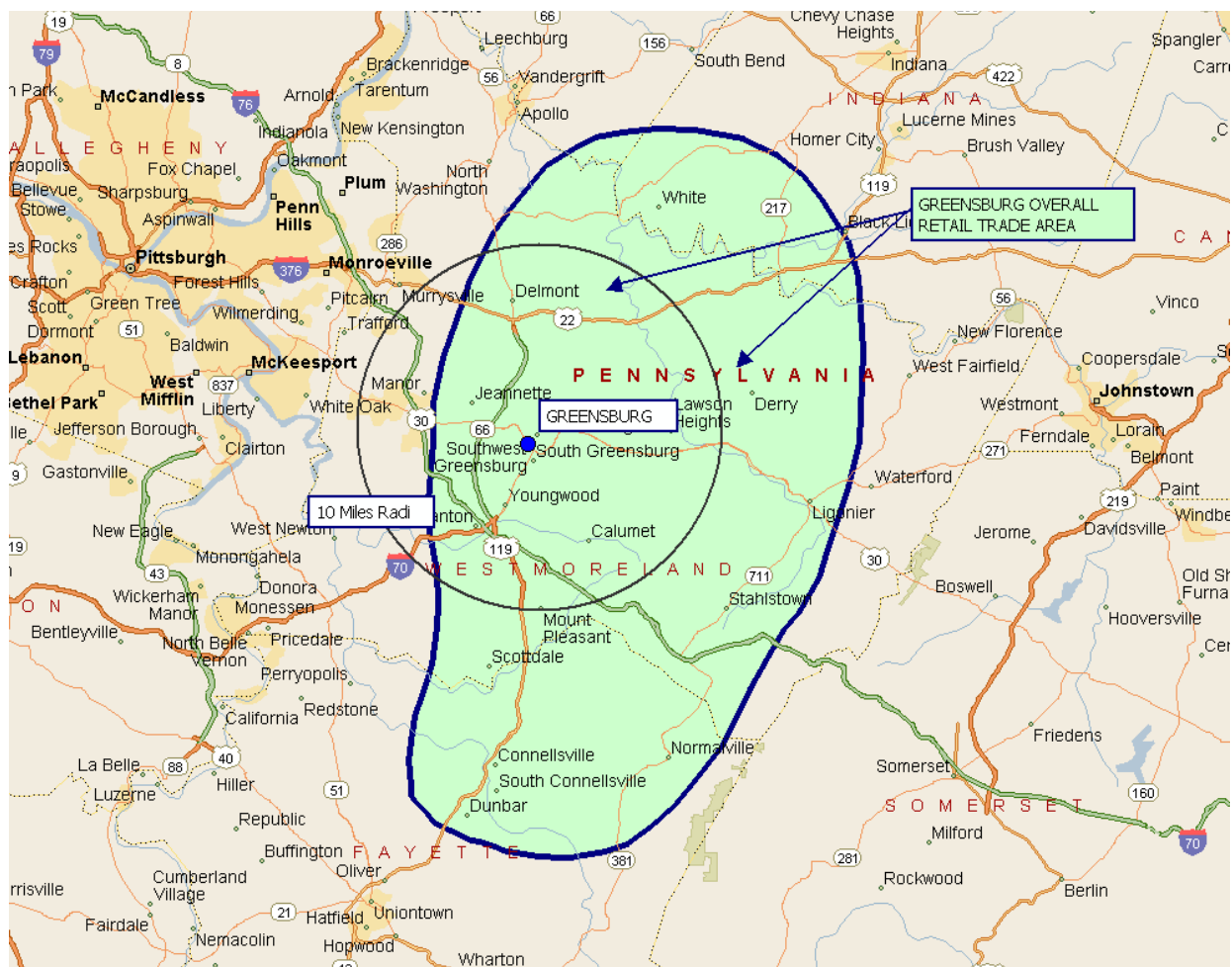


Figure 3: The city of Greensburg's downtown estimated overall trade area (shown inside the blue line). The trade area includes 166,000 people and 72,000 households with an average household income of \$73,000.

Trade Area Demographics

The downtown Greensburg overall trade area includes 166,000 people, which is projected to decrease by 0.45 percent annually over the next five years. Currently, the primary trade area has 72,000 households, which is expected to decrease at an annual rate of 0.35 percent over the next five years.

The overall trade area's 2022 average household income is \$73,000, relatively high but slightly below the county and state incomes (\$79,000 and \$88,000, respectively) for the region, and is estimated to increase to \$81,000 by 2027. Median household income in the trade area is \$54,000 and is projected to increase to \$59,000 by 2027. Moreover, roughly 36 percent of the trade area's households earn above \$75,000 per year. The current average household size is 2.22 people, and the median age is 47.3 years old.

Approximately 91 percent of the downtown Greensburg's overall trade area's homes are occupied, and the median home value is estimated to be \$163,000. Of all the primary trade area's housing units, 67 percent are owner occupied, a number that has decreased by 0.5 percent since 2010 and is expected to increase by approximately 0.5 percent by 2027. The overall trade area's current residential vacancy rate is 9.6 percent, a figure that has increased by about 2 percent since 2010 and is projected to increase approximately 2 percent by 2027. The percentage of housing units valued at over \$300,000 is expected to increase from 15 percent to 23 percent between 2022 and 2027 – coinciding with an increase in the median home value to \$193,000 by 2027.

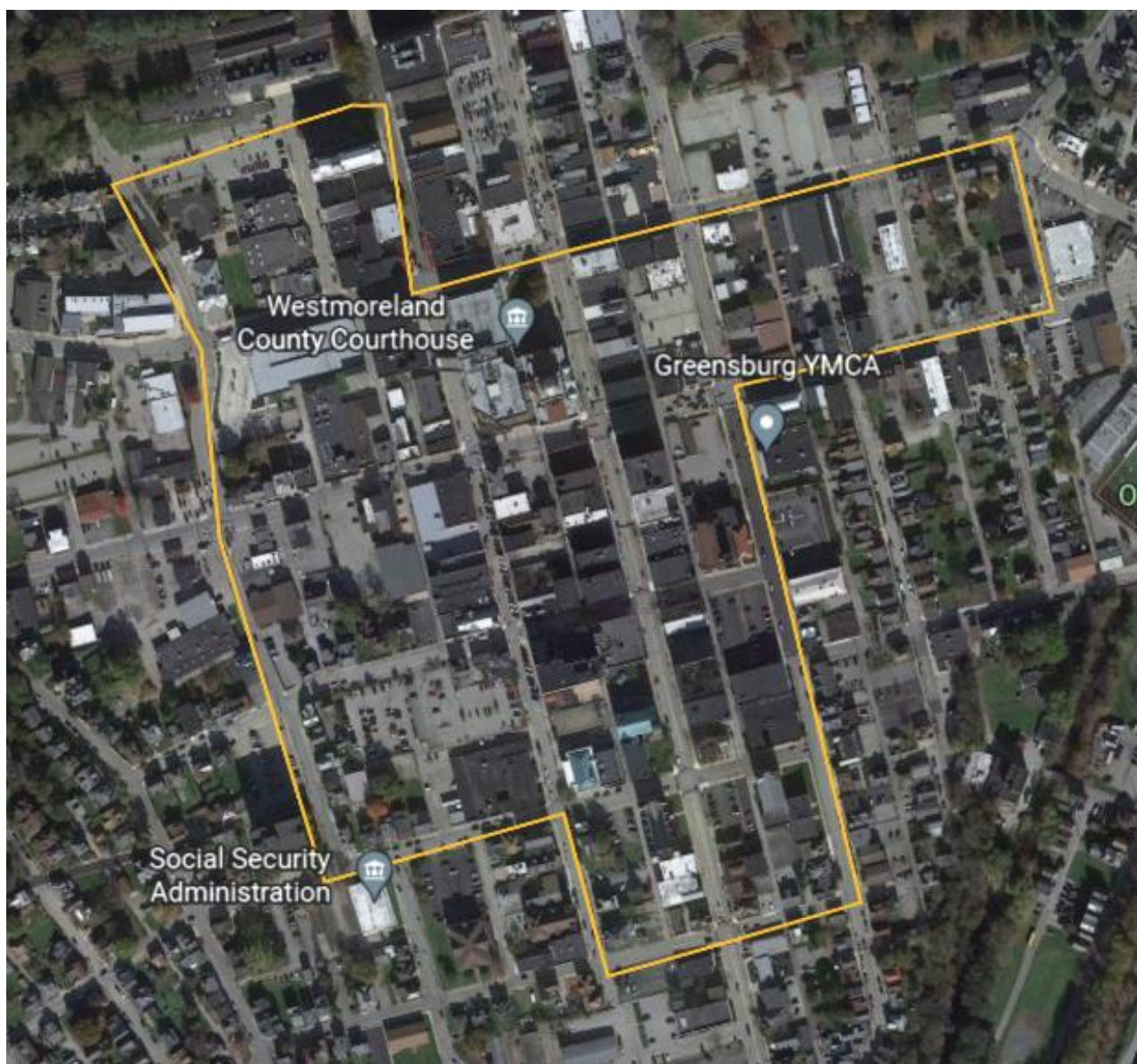


Figure 4: Ariel view of historic Downtown Greensburg, Pennsylvania.

General Retail Market Conditions

According to ESRI, within the expanse of the overall trade area of downtown Greensburg, there are approximately 7,000 businesses and 85,800 employees. The services industry comprises the largest percentage of retail categories at approximately 41 percent. The retail trade industry is the second largest contributor to the market of the overall trade area at approximately 23 percent of the total businesses in the vicinity. These statistics are consistent with the percentages of both Westmoreland County and the state of Pennsylvania.

Demographic Characteristics

<i>Demographic Characteristics</i>	<i>Overall Greensburg Trade Area</i>	<i>Westmoreland County</i>	<i>State of Pennsylvania</i>
2022 Population	166,000	352,000	12,940,000
2022 Households	72,00	151,000	5,163,000
2027 Population	162,000	345,000	13,041,000
2027 Households	71,000	149,000	5,217,000
2022-2027 Annual Population Growth	-0.45%	-0.39%	0.16%
2022-2027 Annual Household Growth	-0.35%	-0.29%	0.21%
2022 Average Household Income	\$73,000	\$79,000	\$88,000
2022 Median Household Income	\$54,000	\$58,000	\$63,000
2027 Average Household Income	\$81,000	\$88,000	\$99,000
2027 Median Household Income	\$59,000	\$64,000	\$70,000
% Households w. Incomes \$75,000 or higher	36.1%	39.2%	43.0%
% Bachelor's Degree	18.2%	19.4%	19.8%
% Graduate or Professional Degree	9.4%	11.0%	13.0%
Average Household Size	2.22	2.81	2.43
Median Age	47.3	48.0	41.9

Figure 5: Downtown Greensburg's overall trade area and regional demographics

Downtown New Retail and Restaurant Demand

See below GPG's supportable retail table, Note, these supportable figures are in addition to existing Greensburg area businesses and only reflect potential new demand or the potential for existing businesses to expand.

<i>Retail Category</i>	<i>2017 Trade Area Consumer Spending</i>	<i>New – Expanded Store Sales/yr.</i>	<i>New-Expanded Store Sales/sf</i>	<i>New or Expanded Store Sizes</i>	<i>No. of New Stores</i>
Retailers					
Apparel Stores	\$99,668,400	\$1,365,075	\$280 sf/yr.	4,880 sf	2-3 Stores
Beer, Wine & Pkg. Liquor	\$31,163,800	\$642,740	\$530 sf/yr.	1,210 sf	1 Store
Book & Music Stores	\$16,899,000	\$856,310	\$270 sf/yr.	2,760 sf	1 Store
Dept. Store Merchandise	\$263,397,254	\$774,035	\$260 sf/yr.	2,500 sf	1-2 Stores
Electronics, Phones, Appl.	\$78,977,880	\$884,050	\$640 sf/yr.	1,380 sf	1 Store
Furniture, Lamps & Art	\$90,632,300	\$3,306,450	\$510 sf/yr.	6,480 sf	2-3 Stores
Grocery - Gourmet Markets	\$418,087,000	\$1,795,500	\$520 sf/yr.	3,450 sf	1 Store
Hardware-Home Improvement	\$146,304,274	\$1,255,100	\$325 sf/yr.	3,860 sf	1 Store
Jewelry & Fine Gifts	\$28,455,117	\$963,000	\$410 sf/yr.	2,350 sf	1-2 Stores
Pharmacy & Personal Care	\$127,585,623	\$2,337,600	\$580 sf/yr.	3,900 sf	1 Store
Shoes & Handbags & Leather	\$20,975,671	\$1,569,540	\$320 sf/yr.	3,740 sf	1-2 Stores
Toys, Sporting Goods, Hobbies	\$64,900,946	\$1,233,290	\$280 sf/yr.	3,850 sf	1-2 Stores
Foods: Meats, Produce	\$25,764,469	\$1,738,060	\$320 sf/yr.	4,040 sf	2-3 Stores
Retailer Totals	\$1,412,811,700	\$18,720,700	\$431 sf/yr.	44,400 sf	16-24 New Stores
<i>Retail Category</i>	<i>2017 Trade Area Consumer Spending</i>	<i>New – Expanded Store Sales/yr.</i>	<i>New-Expanded Store Sales/sf</i>	<i>Expanded Store Sizes</i>	<i>No. of New Stores</i>
Restaurants					
Breweries & Pubs	\$15,012,400	\$693,400	\$520 sf/yr.	1,300 sf	1 Restaurant
Full-Service Restaurants	\$96,077,700	\$2,817,700	\$310 sf/yr.	8,300 sf	3-4 Restaurants
Limited Services Restaurants	\$200,115,900	\$1,663,200	\$280 sf/yr.	5,800 sf	3-4 Restaurants
Bakery, Coffee, Ice Cream, etc.	\$14,782,300	\$805,400	\$320 sf/yr.	2,500 sf	2-3 Restaurants
Restaurant Totals	\$325,974,300	\$5,979,700	\$375 sf/yr.	18,000 sf	9-12 New Restaurants
Retailer & Restaurant Totals	\$1,738,800,000	\$24,700,400	\$418 sf/yr.	62,400 sf	25-35 New Stores

Figure 6: Retail Demand Summary for downtown Greensburg.

Analysis Assumptions

For the purposes of this study, GPG has assumed the following:

- Other retail centers may be planned or proposed, but only existing retail development is considered for this study. The quality of the existing retail trade in downtown Greensburg, Pennsylvania is projected to remain constant.
- The Greensburg region's economy will continue at normal or above normal ranges of employment, inflation, retail demand and growth.
- The sites for downtown Greensburg, Pennsylvania are properly zoned to support infill and redevelopment projects with current and innovative standards, and the existing infrastructure (water, sewer, arterial roadways, etc.) can support additional commercial development.
- Employment distribution is projected to remain constant, without a spike or decline in employment by NAICS categories.
- The projected lease and vacancy rate model is based on our proprietary econometric model of the relationship between changes in employment and changes in vacancy and lease rates. Data was gathered from the U.S. Census Bureau, Esri, CBRE and local brokerage services.
- Any new construction in downtown Greensburg, Pennsylvania will be planned, designed, built, and managed to the best practices of the American Institute of Architects, American Planning Association, American Society of Landscape Architects, Congress for the New Urbanism, International Council of Shopping Centers and The Urban Land Institute.
- Parking for new development projects or businesses will meet or exceed industry standards.
- Visibility of any new retail is assumed to be very good, with signage as required to assure easy visibility of the retailers.
- Infill or redevelopment projects in downtown Greensburg, Pennsylvania will open with sustainable amounts of retail and anchor tenants, at planned intervals and per industry standards.

Limits of Analysis:

The findings of this analysis represent GPG's best estimates for the amounts and types of businesses that could be supportable in downtown Greensburg under existing conditions and under a scenario in which urban planning and commercial best practices are utilized. Every reasonable effort has been made to ensure that the data contained in this study reflect the most accurate and timely information possible and are believed to be reliable.

It should be noted that the findings of this research are based upon generally accepted market research and business standards. It is possible that the downtown Greensburg area could support lower or higher quantities of retailers and restaurants yielding lower or higher sales revenues than indicated by this study, depending on numerous factors including respective business practices and the management and design of downtown Greensburg.

This analysis is based on estimates, assumptions and other information developed by GPG as an independent third-party research effort with general knowledge of the retail industry, and consultations with the client and its representatives. This report is based on information that was current as of May 25, 2022, and GPG has not undertaken any update of its research effort since such date.

Limits of Analysis (Cont.):

This market analysis may contain prospective financial information, estimates, or opinions that represent GPG's view of reasonable expectations at a particular time. Such information, estimates, or opinions are not offered as

predictions or assurances that a particular level of income or profit will be achieved, that particular events will occur, or that a particular price will be offered or accepted. Actual results achieved during the period covered by our market analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or representation is made by GPG that any of the projected values or results contained in this study will be achieved.

This study ***should not*** be the sole basis for designing, financing, planning, and programming any business, real estate development, or public planning policy. This study is intended only for the use of the City of Greensburg and is void for other site locations, developers, or organizations.

End of Study

Appendix A1: Overall Trade Area Community Profile

**esri****Community Profile**Greensburg Trade Area 1.0
Area: 475.23 square miles

Prepared by Esri

Population Summary			
2000 Total Population			176,993
2010 Total Population			173,611
2021 Total Population			165,999
2021 Group Quarters			5,630
2026 Total Population			162,287
2021-2026 Annual Rate			-0.45%
2021 Total Daytime Population			166,422
Workers			82,065
Residents			84,357
Household Summary			
2000 Households			72,552
2000 Average Household Size			2.36
2010 Households			73,784
2010 Average Household Size			2.27
2021 Households			72,198
2021 Average Household Size			2.22
2026 Households			70,936
2026 Average Household Size			2.21
2021-2026 Annual Rate			-0.35%
2010 Families			46,938
2010 Average Family Size			2.83
2021 Families			44,945
2021 Average Family Size			2.79
2026 Families			43,890
2026 Average Family Size			2.77
2021-2026 Annual Rate			-0.47%
Housing Unit Summary			
2000 Housing Units			77,704
Owner Occupied Housing Units			68.9%
Renter Occupied Housing Units			24.4%
Vacant Housing Units			6.6%
2010 Housing Units			80,216
Owner Occupied Housing Units			66.7%
Renter Occupied Housing Units			25.2%
Vacant Housing Units			8.0%
2021 Housing Units			79,865
Owner Occupied Housing Units			67.2%
Renter Occupied Housing Units			23.2%
Vacant Housing Units			9.6%
2026 Housing Units			80,077
Owner Occupied Housing Units			66.5%
Renter Occupied Housing Units			22.1%
Vacant Housing Units			11.4%
Median Household Income			
2021			\$54,026
2026			\$59,182
Median Home Value			
2021			\$163,017
2026			\$193,027
Per Capita Income			
2021			\$31,625
2026			\$35,643
Median Age			
2010			44.5
2021			47.3
2026			48.0
Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.			
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.			


esri

Community Profile

Greensburg Trade Area 1.0
Area: 475.23 square miles

Prepared by Esri

2021 Households by Income

Household Income Base	72,198
<\$15,000	12.6%
\$15,000 - \$24,999	9.7%
\$25,000 - \$34,999	9.5%
\$35,000 - \$49,999	14.2%
\$50,000 - \$74,999	17.9%
\$75,000 - \$99,999	14.4%
\$100,000 - \$149,999	13.3%
\$150,000 - \$199,999	4.3%
\$200,000+	4.1%
Average Household Income	\$72,513

2026 Households by Income

Household Income Base	70,936
<\$15,000	11.2%
\$15,000 - \$24,999	8.6%
\$25,000 - \$34,999	8.8%
\$35,000 - \$49,999	13.3%
\$50,000 - \$74,999	17.7%
\$75,000 - \$99,999	15.3%
\$100,000 - \$149,999	15.0%
\$150,000 - \$199,999	5.3%
\$200,000+	4.8%
Average Household Income	\$81,345

2021 Owner Occupied Housing Units by Value

Total	53,639
<\$50,000	8.0%
\$50,000 - \$99,999	18.4%
\$100,000 - \$149,999	18.7%
\$150,000 - \$199,999	18.9%
\$200,000 - \$249,999	12.3%
\$250,000 - \$299,999	8.1%
\$300,000 - \$399,999	8.7%
\$400,000 - \$499,999	3.3%
\$500,000 - \$749,999	2.2%
\$750,000 - \$999,999	0.8%
\$1,000,000 - \$1,499,999	0.5%
\$1,500,000 - \$1,999,999	0.1%
\$2,000,000 +	0.0%
Average Home Value	\$196,738

2026 Owner Occupied Housing Units by Value

Total	53,234
<\$50,000	5.4%
\$50,000 - \$99,999	13.8%
\$100,000 - \$149,999	15.2%
\$150,000 - \$199,999	18.1%
\$200,000 - \$249,999	13.9%
\$250,000 - \$299,999	10.1%
\$300,000 - \$399,999	12.4%
\$400,000 - \$499,999	5.3%
\$500,000 - \$749,999	3.6%
\$750,000 - \$999,999	1.3%
\$1,000,000 - \$1,499,999	0.7%
\$1,500,000 - \$1,999,999	0.1%
\$2,000,000 +	0.0%
Average Home Value	\$234,066

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.



Community Profile

Greensburg Trade A 1.0
Area: 475.23 square miles

Prepared by Esri

2010 Population by Age

Total	173,611
0 - 4	4.8%
5 - 9	5.0%
10 - 14	5.5%
15 - 24	12.5%
25 - 34	10.3%
35 - 44	12.7%
45 - 54	15.9%
55 - 64	14.5%
65 - 74	9.1%
75 - 84	6.6%
85 +	3.1%
18 +	81.0%

2021 Population by Age

Total	166,000
0 - 4	4.2%
5 - 9	4.6%
10 - 14	4.9%
15 - 24	10.7%
25 - 34	11.4%
35 - 44	11.4%
45 - 54	12.8%
55 - 64	15.6%
65 - 74	13.6%
75 - 84	7.2%
85 +	3.4%
18 +	83.3%

2026 Population by Age

Total	162,288
0 - 4	4.2%
5 - 9	4.5%
10 - 14	4.9%
15 - 24	10.5%
25 - 34	10.2%
35 - 44	12.2%
45 - 54	11.9%
55 - 64	14.5%
65 - 74	14.7%
75 - 84	9.1%
85 +	3.4%
18 +	83.3%

2010 Population by Sex

Males	84,789
Females	88,822

2021 Population by Sex

Males	81,670
Females	84,329

2026 Population by Sex

Males	80,097
Females	82,190

Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography


esri

Community Profile

Greensburg Trade Area 1.0
Area: 475.23 square miles

Prepared by Esri

2010 Population by Race/Ethnicity

Total	173,611
White Alone	95.7%
Black Alone	2.1%
American Indian Alone	0.1%
Asian Alone	0.6%
Pacific Islander Alone	0.0%
Some Other Race Alone	0.3%
Two or More Races	1.2%
Hispanic Origin	0.9%
Diversity Index	9.9

2021 Population by Race/Ethnicity

Total	165,999
White Alone	94.5%
Black Alone	2.4%
American Indian Alone	0.2%
Asian Alone	0.8%
Pacific Islander Alone	0.0%
Some Other Race Alone	0.4%
Two or More Races	1.7%
Hispanic Origin	1.4%
Diversity Index	13.1

2026 Population by Race/Ethnicity

Total	162,287
White Alone	93.7%
Black Alone	2.5%
American Indian Alone	0.2%
Asian Alone	1.0%
Pacific Islander Alone	0.0%
Some Other Race Alone	0.5%
Two or More Races	2.1%
Hispanic Origin	1.8%
Diversity Index	15.1

2010 Population by Relationship and Household Type

Total	173,611
In Households	96.3%
In Family Households	78.2%
Householder	27.0%
Spouse	20.8%
Child	26.4%
Other relative	2.2%
Nonrelative	1.7%
In Nonfamily Households	18.1%
In Group Quarters	3.7%
Institutionalized Population	1.7%
Noninstitutionalized Population	2.0%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.



Community Profile

Primary Trade Area
Area: 4.59 square miles

Prepared by Esri

2010 Households by Type

Total	12,632
Households with 1 Person	32.9%
Households with 2+ People	67.1%
Family Households	60.4%
Husband- wife Families	29.6%
With Related Children	12.3%
Other Family (No Spouse Present)	30.9%
Other Family with Male	5.5%
With Related Children	3.2%
Other Family with Female	25.3%
With Related Children	16.8%
Nonfamily Households	6.7%
All Households with Children	32.7%
Multigenerational Households	6.6%
Unmarried Partner Households	8.5%
Male- female	7.4%
Same- sex	1.1%

2010 Households by Size

Total	12,631
1 Person Household	32.9%
2 Person Household	29.0%
3 Person Household	16.6%
4 Person Household	11.5%
5 Person Household	6.1%
6 Person Household	2.3%
7 + Person Household	1.7%

2010 Households by Tenure and Mortgage Status

Total	12,631
Owner Occupied	59.6%
Owned with a Mortgage/Loan	46.3%
Owned Free and Clear	13.2%
Renter Occupied	40.4%

2021 Affordability, Mortgage and Wealth

Housing Affordability Index	151
Percent of Income for Mortgage	15.2%
Wealth Index	69

2010 Housing Units By Urban/ Rural Status

Total Housing Units	14,308
Housing Units Inside Urbanized Area	100.0%
Housing Units Inside Urbanized Cluster	0.0%
Rural Housing Units	0.0%

2010 Population By Urban/ Rural Status

Total Population	31,392
Population Inside Urbanized Area	100.0%
Population Inside Urbanized Cluster	0.0%
Rural Population	0.0%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.



Community Profile

Greensburg Trade Area 1.0
Area: 475.23 square miles

Prepared by Esri

Top 3 Tapestry Segments

1.	Heartland Communities (6F)
2.	Salt of the Earth (6B)
3.	Midlife Constants (5E)

2021 Consumer Spending


Apparel & Services: Total \$	\$119,067,143
Average Spent	\$1,649.18
Spending Potential Index	78
Education: Total \$	\$85,556,320
Average Spent	\$1,185.02
Spending Potential Index	69
Entertainment/Recreation: Total \$	\$196,107,408
Average Spent	\$2,716.24
Spending Potential Index	84
Food at Home: Total \$	\$323,333,235
Average Spent	\$4,478.42
Spending Potential Index	82
Food Away from Home: Total \$	\$212,142,915
Average Spent	\$2,938.35
Spending Potential Index	77
Health Care: Total \$	\$397,158,559
Average Spent	\$5,500.96
Spending Potential Index	88
HH Furnishings & Equipment: Total \$	\$130,098,875
Average Spent	\$1,801.97
Spending Potential Index	80
Personal Care Products & Services: Total \$	\$51,535,195
Average Spent	\$713.80
Spending Potential Index	80
Shelter: Total \$	\$1,083,563,195
Average Spent	\$15,008.22
Spending Potential Index	74
Support Payments/Cash Contributions/Gifts in Kind: Total \$	\$141,189,714
Average Spent	\$1,955.59
Spending Potential Index	82
Travel: Total \$	\$139,423,938
Average Spent	\$1,931.13
Spending Potential Index	76
Vehicle Maintenance & Repairs: Total \$	\$67,641,907
Average Spent	\$936.89
Spending Potential Index	85

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.

Appendix A2: Westmoreland County, PA Community Profile

		Community Profile	
Westmoreland County, PA		Prepared by Esri	
Westmoreland County, PA (42129)			
Geography: County			
		Westmoreland ...	
Population Summary			
2000 Total Population		369,999	
2010 Total Population		365,169	
2021 Total Population		351,994	
2021 Group Quarters		6,976	
2026 Total Population		345,225	
2021-2026 Annual Rate		-0.39%	
2021 Total Daytime Population		335,098	
Workers		156,238	
Residents		178,860	
Household Summary			
2000 Households		149,816	
2000 Average Household Size		2.41	
2010 Households		153,650	
2010 Average Household Size		2.32	
2021 Households		151,244	
2021 Average Household Size		2.28	
2026 Households		149,072	
2026 Average Household Size		2.27	
2021-2026 Annual Rate		-0.29%	
2010 Families		101,928	
2010 Average Family Size		2.86	
2021 Families		98,475	
2021 Average Family Size		2.81	
2026 Families		96,544	
2026 Average Family Size		2.80	
2021-2026 Annual Rate		-0.40%	
Housing Unit Summary			
2000 Housing Units		161,061	
Owner Occupied Housing Units		72.6%	
Renter Occupied Housing Units		20.5%	
Vacant Housing Units		7.0%	
2010 Housing Units		168,199	
Owner Occupied Housing Units		70.0%	
Renter Occupied Housing Units		21.4%	
Vacant Housing Units		8.6%	
2021 Housing Units		168,199	
Owner Occupied Housing Units		70.5%	
Renter Occupied Housing Units		19.4%	
Vacant Housing Units		10.1%	
2026 Housing Units		169,013	
Owner Occupied Housing Units		69.7%	
Renter Occupied Housing Units		18.5%	
Vacant Housing Units		11.8%	
Median Household Income			
2021		\$57,798	
2026		\$63,633	
Median Home Value			
2021		\$176,778	
2026		\$210,552	
Per Capita Income			
2021		\$33,847	
2026		\$38,150	
Median Age			
2010		45.1	
2021		48.0	
2026		48.8	
Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.			
Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.			

**esri****Community Profile**

Westmoreland County, PA
 Westmoreland County, PA (42129)
 Geography: County

Prepared by Esri

		Westmoreland ...
2021 Households by Income		
Household Income Base		151,244
<\$15,000		10.9%
\$15,000 - \$24,999		9.0%
\$25,000 - \$34,999		9.2%
\$35,000 - \$49,999		13.7%
\$50,000 - \$74,999		18.0%
\$75,000 - \$99,999		14.0%
\$100,000 - \$149,999		14.2%
\$150,000 - \$199,999		6.0%
\$200,000+		5.0%
Average Household Income		\$78,652
2026 Households by Income		
Household Income Base		149,072
<\$15,000		9.6%
\$15,000 - \$24,999		7.9%
\$25,000 - \$34,999		8.4%
\$35,000 - \$49,999		12.9%
\$50,000 - \$74,999		17.6%
\$75,000 - \$99,999		14.6%
\$100,000 - \$149,999		15.8%
\$150,000 - \$199,999		7.3%
\$200,000+		5.9%
Average Household Income		\$88,225
2021 Owner Occupied Housing Units by Value		
Total		118,534
<\$50,000		6.8%
\$50,000 - \$99,999		15.5%
\$100,000 - \$149,999		17.4%
\$150,000 - \$199,999		19.1%
\$200,000 - \$249,999		12.4%
\$250,000 - \$299,999		9.5%
\$300,000 - \$399,999		10.8%
\$400,000 - \$499,999		4.0%
\$500,000 - \$749,999		2.9%
\$750,000 - \$999,999		0.9%
\$1,000,000 - \$1,499,999		0.4%
\$1,500,000 - \$1,999,999		0.1%
\$2,000,000 +		0.1%
Average Home Value		\$213,925
2026 Owner Occupied Housing Units by Value		
Total		117,789
<\$50,000		4.6%
\$50,000 - \$99,999		11.4%
\$100,000 - \$149,999		13.7%
\$150,000 - \$199,999		17.5%
\$200,000 - \$249,999		13.6%
\$250,000 - \$299,999		11.5%
\$300,000 - \$399,999		14.8%
\$400,000 - \$499,999		6.2%
\$500,000 - \$749,999		4.6%
\$750,000 - \$999,999		1.3%
\$1,000,000 - \$1,499,999		0.6%
\$1,500,000 - \$1,999,999		0.1%
\$2,000,000 +		0.2%
Average Home Value		\$252,216
Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.		
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.		

**esri****Community Profile**

Westmoreland County, PA
 Westmoreland County, PA (42129)
 Geography: County

Prepared by Esri

		Westmoreland ...
2010 Population by Age		
Total		365,169
0 - 4		4.8%
5 - 9		5.3%
10 - 14		5.8%
15 - 24		11.5%
25 - 34		9.8%
35 - 44		12.6%
45 - 54		16.5%
55 - 64		14.8%
65 - 74		9.2%
75 - 84		6.7%
85 +		2.9%
18 +		80.1%
2021 Population by Age		
Total		351,994
0 - 4		4.3%
5 - 9		4.7%
10 - 14		5.2%
15 - 24		10.1%
25 - 34		10.9%
35 - 44		11.2%
45 - 54		13.0%
55 - 64		16.2%
65 - 74		13.8%
75 - 84		7.3%
85 +		3.3%
18 +		82.7%
2026 Population by Age		
Total		345,225
0 - 4		4.2%
5 - 9		4.6%
10 - 14		5.2%
15 - 24		9.7%
25 - 34		9.9%
35 - 44		12.1%
45 - 54		11.9%
55 - 64		14.8%
65 - 74		15.1%
75 - 84		9.1%
85 +		3.4%
18 +		82.8%
2010 Population by Sex		
Males		177,722
Females		187,447
2021 Population by Sex		
Males		172,633
Females		179,361
2026 Population by Sex		
Males		169,867
Females		175,358

Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.



Community Profile

Westmoreland County, PA
Westmoreland County, PA (42129)
Geography: County

Prepared by Esri

		Westmoreland ...
2010 Population by Race/Ethnicity		
Total		365,169
White Alone		95.3%
Black Alone		2.3%
American Indian Alone		0.1%
Asian Alone		0.7%
Pacific Islander Alone		0.0%
Some Other Race Alone		0.2%
Two or More Races		1.2%
Hispanic Origin		0.9%
Diversity Index		10.6
2021 Population by Race/Ethnicity		
Total		351,994
White Alone		94.1%
Black Alone		2.6%
American Indian Alone		0.1%
Asian Alone		1.0%
Pacific Islander Alone		0.0%
Some Other Race Alone		0.3%
Two or More Races		1.7%
Hispanic Origin		1.4%
Diversity Index		13.8
2026 Population by Race/Ethnicity		
Total		345,225
White Alone		93.4%
Black Alone		2.8%
American Indian Alone		0.1%
Asian Alone		1.2%
Pacific Islander Alone		0.0%
Some Other Race Alone		0.4%
Two or More Races		2.1%
Hispanic Origin		1.7%
Diversity Index		15.7
2010 Population by Relationship and Household Type		
Total		365,169
In Households		97.8%
In Family Households		81.3%
Householder		27.9%
Spouse		22.0%
Child		27.7%
Other relative		2.2%
Nonrelative		1.6%
In Nonfamily Households		16.5%
In Group Quarters		2.2%
Institutionalized Population		1.1%
Noninstitutionalized Population		1.1%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography



Community Profile

Westmoreland County, PA
Westmoreland County, PA (42129)
Geography: County

Prepared by Esri

		Westmoreland ...
2021 Population 25+ by Educational Attainment		
Total		266,642
Less than 9th Grade		1.6%
9th - 12th Grade, No Diploma		3.6%
High School Graduate		32.9%
GED/Alternative Credential		3.3%
Some College, No Degree		16.7%
Associate Degree		11.5%
Bachelor's Degree		19.4%
Graduate/Professional Degree		11.0%
2021 Population 15+ by Marital Status		
Total		302,021
Never Married		27.0%
Married		55.2%
Widowed		7.4%
Divorced		10.4%
2021 Civilian Population 16+ in Labor Force		
Civilian Population 16+		182,231
Population 16+ Employed		94.8%
Population 16+ Unemployment rate		5.2%
Population 16- 24 Employed		10.3%
Population 16- 24 Unemployment rate		11.2%
Population 25- 54 Employed		58.5%
Population 25- 54 Unemployment rate		5.1%
Population 55- 64 Employed		21.2%
Population 55- 64 Unemployment rate		3.7%
Population 65+ Employed		10.0%
Population 65+ Unemployment rate		2.6%
2021 Employed Population 16+ by Industry		
Total		172,685
Agriculture/Mining		0.8%
Construction		6.7%
Manufacturing		13.7%
Wholesale Trade		3.0%
Retail Trade		11.7%
Transportation/Utilities		7.3%
Information		1.2%
Finance/Insurance/Real Estate		5.8%
Services		46.4%
Public Administration		3.2%
2021 Employed Population 16+ by Occupation		
Total		172,685
White Collar		62.0%
Management/Business/Financial		16.9%
Professional		24.9%
Sales		9.1%
Administrative Support		11.1%
Services		13.9%
Blue Collar		24.1%
Farming/Forestry/Fishing		0.2%
Construction/Extraction		4.9%
Installation/Maintenance/Repair		3.7%
Production		6.8%
Transportation/Material Moving		8.5%

Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography



Community Profile

Westmoreland County, PA
Westmoreland County, PA (42129)
Geography: County

Prepared by Esri

		Westmoreland ...
2010 Households by Type		
Total		153,650
Households with 1 Person		29.0%
Households with 2+ People		71.0%
Family Households		66.3%
Husband- wife Families		52.2%
With Related Children		18.5%
Other Family (No Spouse Present)		14.2%
Other Family with Male		4.1%
With Related Children		2.1%
Other Family with Female		10.0%
With Related Children		5.6%
Nonfamily Households		4.7%
All Households with Children		26.6%
Multigenerational Households		2.3%
Unmarried Partner Households		5.6%
Male- female		5.1%
Same- sex		0.5%
2010 Households by Size		
Total		153,650
1 Person Household		29.0%
2 Person Household		37.0%
3 Person Household		15.9%
4 Person Household		11.8%
5 Person Household		4.4%
6 Person Household		1.3%
7 + Person Household		0.6%
2010 Households by Tenure and Mortgage Status		
Total		153,650
Owner Occupied		76.6%
Owned with a Mortgage/Loan		45.3%
Owned Free and Clear		31.4%
Renter Occupied		23.4%
2021 Affordability, Mortgage and Wealth		
Housing Affordability Index		161
Percent of Income for Mortgage		12.9%
Wealth Index		90
2010 Housing Units By Urban/ Rural Status		
Total Housing Units		168,199
Housing Units Inside Urbanized Area		73.8%
Housing Units Inside Urbanized Cluster		1.2%
Rural Housing Units		24.9%
2010 Population By Urban/ Rural Status		
Total Population		365,169
Population Inside Urbanized Area		73.6%
Population Inside Urbanized Cluster		1.1%
Rural Population		25.4%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.



Community Profile

Westmoreland County, PA
Westmoreland County, PA (42129)
Geography: County

Prepared by Esri

Top 3 Tapestry Segments

1.	Salt of the Earth (6B)
2.	Midlife Constants (5E)
3.	Heartland Communities (6F)

2021 Consumer Spending


Apparel & Services: Total \$	\$269,356,998
Average Spent	\$1,780.94
Spending Potential Index	84
Education: Total \$	\$198,506,604
Average Spent	\$1,312.49
Spending Potential Index	76
Entertainment/Recreation: Total \$	\$441,427,433
Average Spent	\$2,918.64
Spending Potential Index	90
Food at Home: Total \$	\$725,361,018
Average Spent	\$4,795.97
Spending Potential Index	88
Food Away from Home: Total \$	\$478,839,723
Average Spent	\$3,166.01
Spending Potential Index	83
Health Care: Total \$	\$892,432,228
Average Spent	\$5,900.61
Spending Potential Index	95
HH Furnishings & Equipment: Total \$	\$295,519,972
Average Spent	\$1,953.93
Spending Potential Index	87
Personal Care Products & Services: Total \$	\$116,616,764
Average Spent	\$771.05
Spending Potential Index	86
Shelter: Total \$	\$2,463,185,268
Average Spent	\$16,286.17
Spending Potential Index	81
Support Payments/Cash Contributions/Gifts in Kind: Total \$	\$319,008,031
Average Spent	\$2,109.23
Spending Potential Index	88
Travel: Total \$	\$319,771,445
Average Spent	\$2,114.28
Spending Potential Index	84
Vehicle Maintenance & Repairs: Total \$	\$151,523,087
Average Spent	\$1,001.85
Spending Potential Index	90

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau. Census 2010 Summary File 1. Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.

Appendix A3: State of Pennsylvania Community Profile

 esri		Community Profile	
Pennsylvania		Prepared by Esri	
Pennsylvania (42)			
Geography: State			
		Pennsylvania ...	
Population Summary			
2000 Total Population		12,281,054	
2010 Total Population		12,702,379	
2021 Total Population		12,939,709	
2021 Group Quarters		417,744	
2026 Total Population		13,041,085	
2021-2026 Annual Rate		0.16%	
2021 Total Daytime Population		12,821,681	
Workers		6,106,375	
Residents		6,715,306	
Household Summary			
2000 Households		4,777,003	
2000 Average Household Size		2.48	
2010 Households		5,018,904	
2010 Average Household Size		2.45	
2021 Households		5,163,155	
2021 Average Household Size		2.43	
2026 Households		5,216,823	
2026 Average Household Size		2.42	
2021-2026 Annual Rate		0.21%	
2010 Families		3,261,307	
2010 Average Family Size		3.02	
2021 Families		3,292,252	
2021 Average Family Size		3.00	
2026 Families		3,308,674	
2026 Average Family Size		3.00	
2021-2026 Annual Rate		0.10%	
Housing Unit Summary			
2000 Housing Units		5,249,750	
Owner Occupied Housing Units		64.9%	
Renter Occupied Housing Units		26.1%	
Vacant Housing Units		9.0%	
2010 Housing Units		5,567,315	
Owner Occupied Housing Units		62.7%	
Renter Occupied Housing Units		27.4%	
Vacant Housing Units		9.9%	
2021 Housing Units		5,768,326	
Owner Occupied Housing Units		61.0%	
Renter Occupied Housing Units		28.6%	
Vacant Housing Units		10.5%	
2026 Housing Units		5,863,806	
Owner Occupied Housing Units		61.0%	
Renter Occupied Housing Units		28.0%	
Vacant Housing Units		11.0%	
Median Household Income			
2021		\$62,724	
2026		\$69,859	
Median Home Value			
2021		\$209,428	
2026		\$244,936	
Per Capita Income			
2021		\$35,311	
2026		\$39,589	
Median Age			
2010		40.1	
2021		41.9	
2026		42.6	
Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.			
Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography			



Community Profile

Pennsylvania
Pennsylvania (42)
Geography: State

Prepared by Esri

		Pennsylvania ...
2021 Households by Income		
Household Income Base		5,163,057
<\$15,000		10.0%
\$15,000 - \$24,999		8.5%
\$25,000 - \$34,999		8.8%
\$35,000 - \$49,999		12.2%
\$50,000 - \$74,999		17.5%
\$75,000 - \$99,999		13.3%
\$100,000 - \$149,999		15.6%
\$150,000 - \$199,999		6.8%
\$200,000+		7.3%
Average Household Income		\$88,202
2026 Households by Income		
Household Income Base		5,216,725
<\$15,000		8.8%
\$15,000 - \$24,999		7.5%
\$25,000 - \$34,999		8.1%
\$35,000 - \$49,999		11.4%
\$50,000 - \$74,999		16.9%
\$75,000 - \$99,999		13.7%
\$100,000 - \$149,999		17.1%
\$150,000 - \$199,999		8.1%
\$200,000+		8.4%
Average Household Income		\$98,673
2021 Owner Occupied Housing Units by Value		
Total		3,515,857
<\$50,000		5.8%
\$50,000 - \$99,999		12.0%
\$100,000 - \$149,999		13.3%
\$150,000 - \$199,999		16.4%
\$200,000 - \$249,999		12.9%
\$250,000 - \$299,999		10.6%
\$300,000 - \$399,999		13.3%
\$400,000 - \$499,999		6.7%
\$500,000 - \$749,999		6.0%
\$750,000 - \$999,999		1.5%
\$1,000,000 - \$1,499,999		0.8%
\$1,500,000 - \$1,999,999		0.2%
\$2,000,000 +		0.3%
Average Home Value		\$262,603
2026 Owner Occupied Housing Units by Value		
Total		3,574,075
<\$50,000		3.9%
\$50,000 - \$99,999		8.8%
\$100,000 - \$149,999		10.5%
\$150,000 - \$199,999		14.8%
\$200,000 - \$249,999		13.4%
\$250,000 - \$299,999		11.9%
\$300,000 - \$399,999		16.2%
\$400,000 - \$499,999		8.9%
\$500,000 - \$749,999		8.1%
\$750,000 - \$999,999		1.9%
\$1,000,000 - \$1,499,999		0.9%
\$1,500,000 - \$1,999,999		0.3%
\$2,000,000 +		0.4%
Average Home Value		\$299,199

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.



Community Profile

Pennsylvania
Pennsylvania (42)
Geography: State

Prepared by Esri

2010 Population by Age		Pennsylvania ...
Total		12,702,379
0 - 4		5.7%
5 - 9		5.9%
10 - 14		6.2%
15 - 24		14.0%
25 - 34		11.9%
35 - 44		12.7%
45 - 54		15.3%
55 - 64		12.8%
65 - 74		7.7%
75 - 84		5.3%
85 +		2.4%
18 +		78.0%
2021 Population by Age		
Total		12,939,709
0 - 4		5.1%
5 - 9		5.5%
10 - 14		5.8%
15 - 24		12.5%
25 - 34		12.7%
35 - 44		12.1%
45 - 54		12.3%
55 - 64		14.1%
65 - 74		11.3%
75 - 84		5.9%
85 +		2.8%
18 +		80.3%
2026 Population by Age		
Total		13,041,085
0 - 4		5.1%
5 - 9		5.3%
10 - 14		5.7%
15 - 24		12.2%
25 - 34		11.9%
35 - 44		12.8%
45 - 54		11.7%
55 - 64		12.9%
65 - 74		12.2%
75 - 84		7.3%
85 +		2.8%
18 +		80.5%
2010 Population by Sex		
Males		6,190,363
Females		6,512,016
2021 Population by Sex		
Males		6,328,630
Females		6,611,079
2026 Population by Sex		
Males		6,392,399
Females		6,648,686

Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography



Community Profile

Pennsylvania
Pennsylvania (42)
Geography: State

Prepared by Esri

		Pennsylvania ...
2010 Population by Race/Ethnicity		
Total		12,702,379
White Alone		81.9%
Black Alone		10.8%
American Indian Alone		0.2%
Asian Alone		2.7%
Pacific Islander Alone		0.0%
Some Other Race Alone		2.4%
Two or More Races		1.9%
Hispanic Origin		5.7%
Diversity Index		38.9
2021 Population by Race/Ethnicity		
Total		12,939,709
White Alone		78.2%
Black Alone		11.5%
American Indian Alone		0.3%
Asian Alone		3.9%
Pacific Islander Alone		0.0%
Some Other Race Alone		3.5%
Two or More Races		2.6%
Hispanic Origin		8.4%
Diversity Index		47.0
2026 Population by Race/Ethnicity		
Total		13,041,085
White Alone		76.2%
Black Alone		11.8%
American Indian Alone		0.3%
Asian Alone		4.5%
Pacific Islander Alone		0.0%
Some Other Race Alone		4.1%
Two or More Races		3.0%
Hispanic Origin		9.9%
Diversity Index		51.0
2010 Population by Relationship and Household Type		
Total		12,702,379
In Households		96.6%
In Family Households		79.5%
Householder		25.7%
Spouse		19.0%
Child		29.6%
Other relative		3.1%
Nonrelative		2.0%
In Nonfamily Households		17.2%
In Group Quarters		3.4%
Institutionalized Population		1.6%
Noninstitutionalized Population		1.8%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography



Community Profile

Pennsylvania
Pennsylvania (42)
Geography: State

Prepared by Esri

		Pennsylvania ...
2021 Population 25+ by Educational Attainment		
Total		9,208,270
Less than 9th Grade		3.0%
9th - 12th Grade, No Diploma		5.8%
High School Graduate		30.3%
GED/Alternative Credential		3.8%
Some College, No Degree		15.6%
Associate Degree		8.7%
Bachelor's Degree		19.8%
Graduate/Professional Degree		13.0%
2021 Population 15+ by Marital Status		
Total		10,826,783
Never Married		34.3%
Married		49.1%
Widowed		6.5%
Divorced		10.1%
2021 Civilian Population 16+ in Labor Force		
Civilian Population 16+		6,631,465
Population 16+ Employed		93.3%
Population 16+ Unemployment rate		6.7%
Population 16- 24 Employed		12.4%
Population 16- 24 Unemployment rate		11.5%
Population 25- 54 Employed		60.5%
Population 25- 54 Unemployment rate		6.2%
Population 55- 64 Employed		18.7%
Population 55- 64 Unemployment rate		5.6%
Population 65+ Employed		8.4%
Population 65+ Unemployment rate		4.9%
2021 Employed Population 16+ by Industry		
Total		6,187,977
Agriculture/Mining		1.2%
Construction		6.3%
Manufacturing		11.4%
Wholesale Trade		2.5%
Retail Trade		10.6%
Transportation/Utilities		6.4%
Information		1.5%
Finance/Insurance/Real Estate		7.0%
Services		48.7%
Public Administration		4.4%
2021 Employed Population 16+ by Occupation		
Total		6,187,977
White Collar		63.2%
Management/Business/Financial		17.2%
Professional		25.9%
Sales		8.7%
Administrative Support		11.4%
Services		14.7%
Blue Collar		22.1%
Farming/Forestry/Fishing		0.4%
Construction/Extraction		4.5%
Installation/Maintenance/Repair		3.0%
Production		5.5%
Transportation/Material Moving		8.7%

Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography



Community Profile

Pennsylvania
Pennsylvania (42)
Geography: State


Prepared by Esri

		Pennsylvania ...
2010 Households by Type		
Total		5,018,904
Households with 1 Person		28.6%
Households with 2+ People		71.4%
Family Households		65.0%
Husband- wife Families		48.2%
With Related Children		19.4%
Other Family (No Spouse Present)		16.8%
Other Family with Male		4.6%
With Related Children		2.5%
Other Family with Female		12.2%
With Related Children		7.6%
Nonfamily Households		6.5%
All Households with Children		29.9%
Multigenerational Households		3.5%
Unmarried Partner Households		6.6%
Male- female		6.0%
Same- sex		0.7%
2010 Households by Size		
Total		5,018,904
1 Person Household		28.6%
2 Person Household		34.0%
3 Person Household		16.0%
4 Person Household		12.7%
5 Person Household		5.5%
6 Person Household		2.0%
7 + Person Household		1.2%
2010 Households by Tenure and Mortgage Status		
Total		5,018,904
Owner Occupied		69.6%
Owned with a Mortgage/Loan		45.2%
Owned Free and Clear		24.4%
Renter Occupied		30.4%
2021 Affordability, Mortgage and Wealth		
Housing Affordability Index		147
Percent of Income for Mortgage		14.0%
Wealth Index		98
2010 Housing Units By Urban/ Rural Status		
Total Housing Units		5,567,315
Housing Units Inside Urbanized Area		69.5%
Housing Units Inside Urbanized Cluster		8.1%
Rural Housing Units		22.5%
2010 Population By Urban/ Rural Status		
Total Population		12,702,379
Population Inside Urbanized Area		70.7%
Population Inside Urbanized Cluster		8.0%
Rural Population		21.3%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1 Esri forecasts for 2021 and 2026 Esri converted Census 2000 data into 2010 geography.

Appendix B1: Overall Trade Area Business Summary


		Business Summary	
Greensburg Trade Area 1.0		Prepared by Esri	
Area: 475.23 square miles			
Data for all businesses in area			
Total Businesses:			6,996
Total Employees:			85,784
Total Residential Population:			165,999
Employee/Residential Population Ratio (per 100 Residents)			52
by SIC Codes		Businesses	Employees
		Number Percent	Number Percent
Agriculture & Mining		49 2.1%	104 13%
Construction		462 6.6%	4,225 4.9%
Manufacturing		297 4.2%	8,576 10.0%
Transportation		197 2.8%	2,377 2.8%
Communication		40 0.6%	209 0.2%
Utility		32 0.5%	275 0.3%
Wholesale Trade		262 3.7%	4,350 5.1%
Retail Trade Summary		1583 22.6%	21056 24.5%
Home Improvement		99 14%	940 11%
General Merchandise Stores		80 11%	2,358 2.7%
Food Stores		138 2.0%	2,853 3.3%
Auto Dealers, Gas Stations, Auto Aftermarket		247 3.5%	3,733 4.4%
Apparel & Accessory Stores		64 0.9%	614 0.7%
Furniture & Home Furnishings		77 11%	734 0.9%
Eating & Drinking Places		425 6.1%	6,978 8.1%
Miscellaneous Retail		453 6.5%	2,847 3.3%
Finance, Insurance, Real Estate Summary		565 8.1%	3,236 3.8%
Banks, Savings & Lending Institutions		138 2.0%	919 1.1%
Securities Brokers		66 0.9%	249 0.3%
Insurance Carriers & Agents		118 2.1%	1,043 1.2%
Real Estate, Holding, Other Investment Offices		212 3.0%	1,025 1.2%
Services Summary		2,933 41.9%	33,584 39.1%
Hotels & Lodging		36 0.5%	447 0.5%
Automotive Services		298 4.3%	950 1.1%
Motion Pictures & Amusements		202 2.9%	1,682 2.0%
Health Services		535 7.6%	10,026 11.7%
Legal Services		118 1.7%	643 0.7%
Education Institutions & Libraries		113 2.0%	5,530 6.4%
Other Services		1,601 22.9%	14,306 16.7%
Government		278 4.0%	6,481 7.6%
Unclassified Establishments		199 2.8%	311 0.4%
Totals		6,996 100.0%	85,784 100.0%
Source: Copyright 2021 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2021.			
Data Note: Data on the Business Summary report is calculated Esri's Data allocation which uses census block groups to allocate business summary data to custom areas.			




Greensburg Trade A 1.0
Area: 475.23 square miles

by NAICS Codes						Businesses		Employees	
						Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting				32	0.5%	114	0.1%		
Mining				14	0.2%	146	0.2%		
Utilities				19	0.3%	211	0.2%		
Construction				494	7.1%	4,496	5.2%		
Manufacturing				320	4.6%	8,534	9.9%		
Wholesale Trade				257	3.7%	4,335	5.1%		
Retail Trade				1119	16.0%	13,723	16.0%		
Motor Vehicle & Parts Dealers				197	2.8%	3,440	4.0%		
Furniture & Home Furnishings Stores				40	0.6%	287	0.3%		
Electronics & Appliance Stores				26	0.4%	350	0.4%		
Bldg Material & Garden Equipment & Supplies Dealers				95	1.4%	930	1.1%		
Food & Beverage Stores				111	1.6%	2,530	2.9%		
Health & Personal Care Stores				105	1.5%	961	1.1%		
Gasoline Stations				50	0.7%	293	0.3%		
Clothing & Clothing Accessories Stores				80	1.1%	707	0.8%		
Sport Goods, Hobby, Book, & Music Stores				88	1.3%	636	0.7%		
General Merchandise Stores				80	1.1%	2,358	2.7%		
Miscellaneous Store Retailers				164	2.3%	1,092	1.3%		
Nonstore Retailers				83	1.2%	140	0.2%		
Transportation & Warehousing				170	2.4%	2,024	2.4%		
Information				98	1.4%	956	1.1%		
Finance & Insurance				358	5.1%	2,229	2.6%		
Central Bank/Credit Intermediation & Related Activities				111	2.0%	926	1.1%		
Securities, Commodity Contracts & Other Financial				68	1.0%	261	0.3%		
Insurance Carriers & Related Activities; Funds, Trusts & Other				148	2.1%	1,043	1.2%		
Real Estate, Rental & Leasing				259	3.7%	1,272	1.5%		
Professional, Scientific & Tech Services				508	7.3%	6,021	7.0%		
Legal Services				111	2.0%	712	0.8%		
Management of Companies & Enterprises				10	0.1%	61	0.1%		
Administrative & Support & Waste Management & Remediation				201	2.9%	1,872	2.2%		
Educational Services				164	2.3%	5,660	6.6%		
Health Care & Social Assistance				718	10.3%	12,962	15.1%		
Arts, Entertainment & Recreation				161	2.3%	1,629	1.9%		
Accommodation & Food Services				471	6.7%	7,579	8.8%		
Accommodation				36	0.5%	447	0.5%		
Food Services & Drinking Places				436	6.2%	7,132	8.3%		
Other Services (except Public Administration)				1148	16.4%	5,130	6.0%		
Automotive Repair & Maintenance				248	3.5%	752	0.9%		
Public Administration				277	4.0%	6,535	7.6%		
Unclassified Establishments				198	2.8%	297	0.3%		
Total				6,996	100.0%	85,784	100.0%		
Source: Copyright 2021 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2021									
Date Note: Data on the Business Summary report is calculated				Esri's Data allocation which uses census block groups to allocate business summary data to custom areas.					

Appendix B2: Westmoreland County, PA Business Summary

		Business Summary	
		Westmoreland County, PA	Prepared by Esri
		Westmoreland County, PA (42129)	
		Geography: County	
Data for all businesses in area		Westmoreland ...	
Total Businesses:		13,265	
Total Employees:		150,007	
Total Residential Population:		351,994	
Employee/Residential Population Ratio (per 100 Residents)		43	
		Businesses	
		Number	Percent
by SIC Codes		Employees	
		Number	Percent
Agriculture & Mining		34	2.4%
Construction		1,045	7.9%
Manufacturing		595	4.5%
Transportation		340	2.6%
Communication		87	0.7%
Utility		51	0.4%
Wholesale Trade		473	3.6%
Retail Trade Summary		2,952	22.3%
Home Improvement		216	16%
General Merchandise Stores		140	1%
Food Stores		263	2.0%
Auto Dealers, Gas Stations, Auto Aftermarket		394	3.0%
Apparel & Accessory Stores		12	0.8%
Furniture & Home Furnishings		145	1%
Eating & Drinking Places		829	6.2%
Miscellaneous Retail		853	6.4%
Finance, Insurance, Real Estate Summary		1,073	8.1%
Banks, Savings & Lending Institutions		272	2.1%
Securities Brokers		18	0.9%
Insurance Carriers & Agents		291	2.2%
Real Estate, Holding, Other Investment Offices		397	3.0%
Services Summary		5,436	41.0%
Hotels & Lodging		77	0.6%
Automotive Services		544	4.1%
Motion Pictures & Amusements		370	2.8%
Health Services		948	7.1%
Legal Services		168	1.3%
Education Institutions & Libraries		272	2.1%
Other Services		3,057	23.0%
Government		468	3.5%
Unclassified Establishments		431	3.2%
Totals		13,265	100.0%
Source: Copyright 2021 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2021		150,007	100.0%
Data Note: Data on the Business Summary report is calculated		Esri's Data allocation which uses census block groups to allocate business summary data to custom areas.	

Appendix B3: State of Pennsylvania Business Summary

		Business Summary	
Pennsylvania		Prepared by Esri	
Pennsylvania (42)			
Geography: State			
Data for all businesses in area		Pennsylvania ...	
Total Businesses:		457,737	
Total Employees:		6,211,078	
Total Residential Population:		12,939,709	
Employee/Residential Population Ratio (per 100 Residents)		48	
by SIC Codes			
		Businesses	Employees
		Number Percent	Number Percent
Agriculture & Mining		10,722 2.3%	82,652 13%
Construction		31,973 7.0%	266,570 4.3%
Manufacturing		16,824 3.7%	550,107 8.9%
Transportation		11,298 2.5%	192,219 3.1%
Communication		3,395 0.7%	42,015 0.7%
Utility		1,820 0.4%	31,622 0.5%
Wholesale Trade		15,992 3.5%	248,196 4.0%
Retail Trade Summary		99,253 21.7%	1,194,970 19.2%
Home Improvement		5,553 12%	80,422 13%
General Merchandise Stores		3,951 0.9%	112,711 1.8%
Food Stores		11,390 2.5%	193,419 3.1%
Auto Dealers, Gas Stations, Auto Aftermarket		11,251 2.5%	123,938 2.0%
Apparel & Accessory Stores		4,835 1%	49,220 0.8%
Furniture & Home Furnishings		6,447 1.3%	52,749 0.8%
Eating & Drinking Places		29,398 6.4%	391,663 6.3%
Miscellaneous Retail		26,728 5.8%	190,848 3.1%
Finance, Insurance, Real Estate Summary		39,489 8.6%	402,036 6.5%
Banks, Savings & Lending Institutions		8,947 2.0%	84,403 1.4%
Securities Brokers		4,957 1%	69,485 1.1%
Insurance Carriers & Agents		8,428 1.8%	112,811 1.6%
Real Estate, Holding, Other Investment Offices		17,157 3.7%	146,867 2.4%
Services Summary		191,651 41.9%	2,840,650 45.7%
Hotels & Lodging		3,697 0.8%	91,922 1.5%
Automotive Services		15,841 3.5%	78,430 1.3%
Motion Pictures & Amusements		11,850 2.6%	129,628 2.1%
Health Services		32,020 7.0%	884,924 14.2%
Legal Services		8,684 1.9%	73,522 1.2%
Education Institutions & Libraries		10,675 2.3%	476,931 7.7%
Other Services		108,884 23.8%	1,105,293 17.8%
Government		15,479 3.4%	323,050 5.2%
Unclassified Establishments		19,841 4.3%	36,991 0.6%
Totals		457,737 100.0%	6,211,078 100.0%
Source: Copyright 2021 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2021			
Date Note: Data on the Business Summary report is calculated Esri's Data allocation which uses census block groups to allocate business summary data to custom areas.			

ACTIVE TRANSPORTATION PLAN

**Template and Partial Draft as a component of the
Shape Greensburg 2022 Comprehensive Plan**

TABLE OF CONTENTS

PROJECT OVERVIEW	1
Introduction.....	1
Study Area Planning Context.....	2
Consistency with the Comprehensive Plan	3
Stakeholder and Public Involvement.....	3
EXISTING CONDITIONS	4
Roadway Network	4
Crash Map.....	5
Sidewalk Network.....	5
Regional Trails.....	5
On Road Bicycling	5
Multimodal Features	5
Transit.....	5
Destinations.....	6
Key Issues and Opportunities	6
ACTIVE TRANSPORTATION SOLUTIONS.....	6
Off-Road Facilities.....	7
On-Road Facilities	8
Bicycle and Pedestrian Crossings.....	10
Public Transportation	13
Access Management.....	14
Bicycle Amenities.....	15
Traffic Calming.....	16
Streetscapes	20
Wayfinding.....	22
Active Transportation Network Connections	23
Policies that Support Active Transportation	23
Programs that Encourage Active Lifestyles	25
CATALYST PROJECTS	26

Introduction.....	26
ACHIEVING THE VISION	27
Introduction.....	27
Current/Ongoing Projects	27
Implementation Plan	27
Potential Funding Opportunities	28
Measuring Success	29

PROJECT OVERVIEW

Mobility and access underlie all aspects of a comprehensive plan for Greensburg. Without good access for all users and via all mobility types, we are not serving our community as best we can. Through the steering committee and several public meetings, it was made clear that planning for active transportation was most important to the community. Other aspects, like sidewalk maintenance, complete streets, and safer streets with vision zero were also important to the community, and these can also be addressed with an Active Transportation Plan.

Since the previous Greensburg comprehensive plans focused primarily on the existing transportation plan and an action plan with specific projects for the multi-municipal area, it is important that Greensburg focus on mobility for the city and develop an Active Transportation Plan that incorporates the previous comprehensive plan and integrates with neighboring communities. This plan will be a comprehensive set of strategies to ensure better options for biking, walking, and transit, and include recommendations for prioritizing infrastructure improvements and outline recommendations for new policies, processes, and infrastructure based on public and stakeholder input.

As part of the public engagement and steering committee efforts for this comprehensive plan, a large portion of the Active Transportation Plan efforts have already been undertaken. This report is a draft of the Greensburg Active Transportation Plan based on the efforts to date, with any needs for additional information noted. The goal of this draft plan is to take advantage of the efforts made as part of the comprehensive plan and create the foundation for the Active Transportation Plan for the city of Greensburg. The intent is to allow the city, with minimal effort, to advance a final Active Transportation Plan in the next year.

Introduction

This Active Transportation Plan is intended to inspire action to implement improvements, programs, and policies that increase mobility of residents and visitors of Greensburg. The Active Transportation Plan is for everyone; it identifies physical improvements and strategies that make Greensburg a safer place to move about regardless of travel mode. This plan adheres to the concept that if streets are designed to be safe for the youngest and oldest users, they will be safe for everyone in-between. While the plan does not solve all mobility issues in Greensburg, it identifies key improvements that will serve as a catalyst for future enhancements to the transportation network in the community.

To create a solid foundation for the Active Transportation Plan, a Vision and Goals should be identified at the outset of the development of the final Active Transportation Plan. These principles will further guide the development and implementation of the Greensburg Active Transportation Plan.

Vision

The vision for active transportation in Greensburg is intended to be broad and flexible, but also provide direction toward improving mobility in Greensburg. Visioning already undertaken as part of the comprehensive plan has already laid the foundation for the Active Transportation Vision.

Goals

The following goals are implementable and measurable accomplishments that are supported by detailed action items in the Active Transportation Plan. They recognize a resolution to a specific issue identified by the community. The goals addressed by the Greensburg Active Transportation Plan, based on current public feedback, can be:

- Address sidewalk maintenance
- Develop a complete streets policy
- Improve walkability along key corridors
- Improve connection to key destination
- Improve on-road cycling in key locations
- Identify multimodal connections into community assets, including Seton Hill and Pitt Greensburg
- Identify multimodal connections into neighboring communities

Study Area Planning Context

Greensburg has an area of 4.2 square miles and is the county seat for Westmorland County, Pennsylvania. Greensburg is situated within Hempfield Township and neighbors South Greensburg and Southwest Greensburg City. There are several primary transportation corridors in Greensburg, including the east-west roads of Otterman and Pittsburgh Streets (one-way pairs), and the north-south roads of Main Street and College Avenue. Central Greensburg, also the location of Westmoreland County Courthouse, is at the confluence of these roads, also designated state routes PA 66, PA 130, PA 819, and US 119. Rail lines that carry Amtrak and Norfolk Southern (NS) trains through Westmoreland County lie just north of Otterman Street and divide the city in half. Also, US Route 30 bypasses Greensburg to the south.

Transportation Demographics

Many factors influence individuals' transportation decisions. These factors include the physical constraints of their surroundings, how far they need to travel, and their access to reliable transportation.

Commute Mode

People walking, biking, or using public transportation are the most vulnerable users of any transportation network. In most communities, a majority of residents commute to work by driving alone, which is typical for suburban communities.

Action item: Greensburg is a more urbanized area of Westmoreland County, and more commuter demographics should be obtained to truly evaluate commuting with the city, for both residents and for visitors.

Walkability Index

The US EPA characterizes the ease of pedestrian travel in an area with a Walkability Index. It considers factors such as a mix of employment types and occupied housing, street intersection density, and population density to assign a walkability score. The Walkability Index is a score out of 20; scores closer to 20 indicate that an area is more walkable, while scores closer to 1 indicate that an area is less walkable.

Action item: The latest walkability score should be obtained to further understand walkability within Greensburg.

Income and Access to Transportation Options

An individual's income and access to vehicles is another major factor which influences their transportation decisions.

Action item: This data should be obtained to get a better understanding of the demographic as well as focus on enhancing decisions that affect transportation equity in Greensburg.

Community Health Data

It is important to understand the baseline health factors of a community when developing an active transportation plan. Maintaining active and healthy lifestyles remains increasingly important in communities across the country. Greensburg is no different. Therefore, providing opportunities for people to get outdoors for recreation and commuting purposes is a priority for the city. This Active Transportation Plan outlines strategies to support this goal.

Action item: The obesity rate and physical health among adults in the city should be obtained and compared to other communities in the county.

Consistency with the Comprehensive Plan

Greensburg's Comprehensive Plan identifies walkable neighborhoods and trails access as a goal, which includes access to frequent and convenient public transit, access to safe bicycle and pedestrian facilities, and connecting community assets. The Comprehensive Plan also mentions the need to identify priority sidewalk improvements to be addressed throughout city.

Action item: The primary recommendation for mobility in the comprehensive plan update is to establish an Active Transportation Plan. Other information from the plan should be used to support the Active Transportation Plan.

Stakeholder and Public Involvement

Public involvement for the Active Transportation Plan began during the comprehensive plan update project. The comprehensive plan public engagement activities, as well as steering committee meetings, all contributed to providing information relative to creating an Active Transportation Plan for Greensburg.

Steering Committee

Greensburg identified an enthused, knowledgeable, and energetic group of individuals to serve on the steering committee. The steering committee met on six occasions during the project to provide feedback that the project team used to develop the comprehensive plan. Meeting #6 was focused only on mobility discussions.

Action item: Utilize the same steering committee and conduct two more meetings to coordinate the completion of the Active Transportation Plan.

There were also three neighborhood workshops held as part of the comprehensive plan that also included a discussion on mobility and access.

Action item: Hold one more public workshop to present the draft Active Transportation Plan and obtain feedback.

Council Presentations

For the Active Transportation Plan, council presentations should be used as an opportunity to educate the elected officials and public about the ongoing efforts of the plan. Members of the community will be able to ask questions and make comments regarding active transportation.

Online Interactive Map

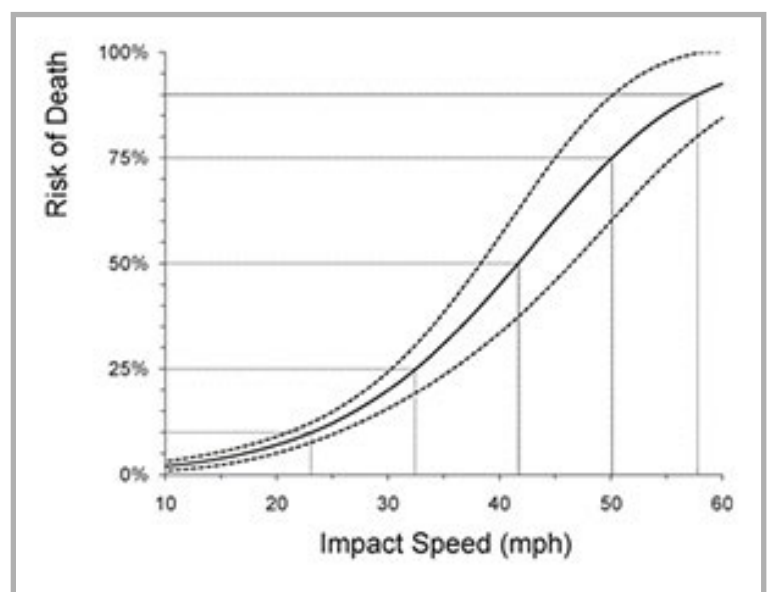
As noted above, there were three neighborhood workshops for the comprehensive plan and mobility was a major topic of these meetings. Through public input, mobility improvements were identified, this Active Transportation Plan was one of them. There were also several locations within the city that were identified as concerns with mobility or areas that need improvement.

Action item: An online interactive map can be created to solicit addition input from the community about the issues and opportunities related to mobility - walking, biking, public transportation, as well as provide feedback on areas of needed improvement for mobility in Greensburg. The project team will use the public input from the interactive map and input from the steering committee to identify improvements that would enhance mobility in Greensburg. In addition, the comments obtained have been summarized and categorized so the results can be evaluated for immediate and longer-term improvements by City Council and Staff. Categories include General Safety, Sidewalks/Crosswalks, Traffic/Speeding, Maintenance, Bicycles, Transit, and Miscellaneous.

EXISTING CONDITIONS

Roadway Network

There are approximately 57.4 miles of public roadways in Greensburg. There are 10 transit stops with 2 Park and Ride lots with 12 transit routes. The city also has 1.7 miles of bike/pedestrian trails with 3 trailhead parking lots. Many of the city streets are narrow, allow for on-street parking, and have a residential neighborhood character. People walking or riding bicycles are the most vulnerable roadway users. According to research by the AAA Foundation for Traffic Safety, pedestrians' risk of being fatally injured in a crash increase drastically as vehicle speeds increase. This relationship between vehicle speed and pedestrian risk of fatal injury is illustrated in the graphic on this page.



Crash Map

As part of the Active Transportation Plan efforts, crash history on roads within the city should be evaluated. Data can be obtained from PennDOT on all state-owned roads and from the city where available.

Action item: A crash heat map should be created showing high crash locations. This data can be further used to develop projects to address safety on streets in Greensburg.

Sidewalk Network

Like many early suburban communities, Greensburg has a development pattern that was designed to serve the needs of people walking to the main transportation and commerce corridors.

Action item: The existing sidewalk network, along with any public stairs, transit routes, and bicycling routes should be identified and illustrated on a Multimodal Features map.

Regional Trails

Although there are not any regional trails that run through Greensburg, Westmoreland County and the larger southwestern region of Pennsylvania has a robust network of trails that serve the transportation and recreational needs of residents. The Five Star Trail is a 6.1-mile trail running from Lynch field in Greensburg to Youngwood and there are other trails within a reasonable distance for someone to reach from Greensburg.

On Road Bicycling

Infrastructure to support on-road bicycling on any streets in Greensburg should be identified. Some lower volume, lower speed streets are suitable for people to bicycle on.

Action item: If possible, a heat map showing the locations where people are bicycling in the area should be obtained. Also, the Southwestern Pennsylvania Commission has identified the Bicycle Level of Comfort for some communities and should be obtained if available. Bicycle Level of Comfort assigns a score to each roadway that identifies how comfortable it would be to bicycle on based on various inputs such as traffic volumes, traffic speeds, and roadway configuration.

Multimodal Features

Action item: For the Active Transportation Plan a multi-modal features map should be developed. The map should include transit routes and stops, bicycle routes, sidewalks, trails, and the roadway network.

Transit

Greensburg is served by several Westmoreland County Transit Authority bus routes. From the North there are Routes 12, 12B and 12C. From the South there are Routes 8, 8S and 16. From the West there are routes 1F, 4, 4S, 5, 5A, 5S, FAS, 6, 6B, and 6C. From the East there are routes 9, 9B, and 9S. Amenities at the bus stops in Greensburg are typically sparse and are seldom more than a bus stop sign. However, it should be noted that there are Park & Ride locations at Five Star Trail on Highland Avenue, and Westmoreland Crossroads Plaza on Main Street.

Destinations

Action item: As part of the Active Transportation Plan key destinations in Greensburg should be identified, including commercial, residential, and recreational areas. This plan will look for ways to increase access for all to these key locations in the community.

Key Issues and Opportunities

The following key issues and opportunities were identified as part of the comprehensive plan efforts:

- **Sidewalk Maintenance Program**
- **Complete Streets Policy**
- **Safer Streets and Vision Zero**
- **Development Standards**

These and other potential issues and opportunities should be evaluated through the Active Transportation Plan community engagement process. This will assist in focusing the mobility issues to be included as catalyst projects in the plan.

ACTIVE TRANSPORTATION SOLUTIONS

Improving how people move about a community is a long and complicated process that involves a variety of strategies. This plan presents both capital improvement projects and programmatic initiatives which work in symmetry to create a complete active transportation network. Each solution presented in this report prescribes a corrective action for a specific issue. Together, they create a complete active transportation system.

Active Transportation Toolbox

Various transportation infrastructure features, also known as facility types, may be considered to improve active transportation connections in the community. Each of these facility types serves a different purpose to enhance the multimodal network and serve the transportation needs of all individuals, regardless of transportation mode. The Active Transportation Toolbox presented on the following pages is presented in several different categories. Each category is based on the type of improvement appropriate given the local context.

- Off-Road Facilities
- On-Road Facilities
- Bicycle and Pedestrian Crossings
- Public Transportation
- Access Management
- Bicycle Amenities
- Traffic Calming
- Streetscapes
- Wayfinding

The toolbox includes a brief description and illustrative photo for each facility type. For some facilities, additional information is provided regarding design guidelines and local examples.

Off-Road Facilities

Sidewalk



Description: Walkway parallel to the road that is intended for use by pedestrians, often with numerous access points to adjacent land uses. The walkway is typically physically separated from the roadway with a curb and/or verge. The verge may contain grass, vegetation, pavers, and sometimes street trees.

Surface Materials: Concrete, Brick, Pavers

Dimensions: 5 feet wide (minimum)

The verge, when provided, may range in width and 4 feet as a typical width.

Local Examples: Various Locations

Multi-Use Trail



Description: A combined bikeway and walkway that is designed for shared use by bicyclists and pedestrians of all abilities, as well as other non-motorized modes of transportation. Trails along or adjacent to a roadway are physically separated from vehicular traffic by a verge, fencing, or other barrier.

Surface Materials: Asphalt, Crushed Stone

Dimensions: 10-12 feet wide (8 feet is permissible in certain situations)

When a trail is adjacent to a roadway, a 5-foot-wide verge is recommended between the edge of the shoulder and the trail. If this width is not feasible, a suitable physical barrier is recommended.

Local Examples: Great Allegheny Passage

On-Road Facilities

Shared Travel Lane (Sharrow)



Description: A roadway with signage and pavement markings to indicate the use of a travel lane by both bicycles and motor vehicles. Pavement markings may include a “sharrow,” which is a bicycle symbol with two chevron arrows denoting the direction of travel.

Bicycle Lane



Description: A portion of the roadway that has been designated by striping, signage, and pavement markings for the preferential or exclusive public use by bicyclists. Bicycle lanes are located directly adjacent to motor vehicle travel lanes and operate in the same direction as motor vehicle traffic.

Dimensions: 5—6 feet wide (5 feet minimum)

Separated Bicycle Lane



Description: A bicycle lane with a striped buffer area and vertical element that separates the vehicular travel lane and the shoulder used for the bicycle lane.

Dimensions: 2—3 feet wide buffer (2 feet minimum) plus bicycle lane

Bicycle Boulevard



Description: Design treatments to offer priority for bicyclists operating within a roadway shared with motor vehicle traffic. Pavement markings, such as sharrows, and signage make users aware of the priority for bicycle travel and provide wayfinding. Can include traffic calming, access management, and other strategies to create a safe and low-stress environment for biking.

Places to Use: Local residential roadways, typically in a small-town context

Yield Roadway



Description: A narrow roadway without pavement markings that is intended to support walking, biking, and driving in the low-speed travel way. These roads serve bi-directional traffic with no pavement markings, but their narrow design encourages lower speeds.

Dimensions: 12—20 feet wide roadway

Places to Use: Roadways with low volumes and low speeds

Bicycle Route



Description: Roadways designated with wayfinding signs for bicycle travel shared with motor vehicles. They may include one of the above facility types, but are not a facility type in themselves. Some bicycle routes are designated for long distance travel.

Bicycle and Pedestrian Crossings

Marked Crosswalk



Description: Pavement markings designating a location for pedestrians to cross a road, often connecting sidewalks, paths, or multi-use trails. Crosswalks must be a minimum of 6 feet wide. High visibility crosswalks, also known as continental design, are most visible to motorists.

Decorative Crosswalks



Description: Special paving treatments for crosswalks, which can include brick/pavers, colored or stamped asphalt, or thermoplastic pavement markings. Decorative crosswalks can be designed to reflect the unique character or identity of an area or neighborhood.

Raised Crosswalk



Description: Marked and elevated areas that are an extension of the sidewalk at mid-block locations or intersections. They can be used to increase pedestrian safety, calm traffic, and add to the community character. When used for traffic calming, they are most effective when placed in series. They may be constructed of asphalt, brick, or stone pavers.

Mid-Block Crosswalk



Description: A crosswalk that is not located at an intersection. Additional warning devices for drivers are required to increase pedestrian safety compared to typical crosswalks at intersections. A mid-block crosswalk can include advance signage and pavement markings. Other design treatments could include a pedestrian refuge island or raised crosswalk.

Traffic Signal—Equipment



Description: Traffic signal equipment for pedestrians can include pedestrian pushbuttons, accessible pedestrian signals, passive detection for bicyclists or pedestrians, pedestrian signal heads, pedestrian countdown signal heads. Accessible pedestrian signals (APS) communicate information about the WALK and DON'T WALK intervals for pedestrians who are blind or have low vision. Countdown pedestrian signal heads show how much time remains before the traffic signal changes.

Flashing Warning Device



Description: A flashing warning device can be used in combination with pedestrian crossing signs and a marked crosswalk at uncontrolled crossing locations. Signs and flashing warning devices can be side-mounted or overhead. Additionally, flashing warning devices can be user activated. Rectangular Rapid Flashing Beacons (RRFBs) are one example of a flashing warning device.

Pedestrian or Trail Bridge



Description: Bridge specifically for use by pedestrians and bicyclists to cross a stream, water body, steep grade, or other existing feature. The design of the bridge should be based on anticipated users, including maintenance or emergency vehicles. Steel, fiberglass, and wood are materials typically used for pedestrian or trail bridges.

Public Transportation

Bus Stop Loading Pad



Description: A level loading area where the front, side, or rear door of a bus open to receive and discharge passengers. The clear area allows deployment of a front door ramp on the bus. The loading pad should be a firm and slip-resistant surface, such as concrete. Additionally, it should be free of conflicts, such as landscaping or street furniture. The loading pad should be a minimum of 5 feet wide along the curb and 8 feet deep.

Bus Shelter



Description: Structure located at a bus stop to provide transit riders with protection from the elements while waiting for a bus. Shelters are often placed at stops with higher ridership. Shelters can include signage, traveler information, and benches.

Access Management

Driveway Spacing



Description: Adequate spacing and aligning of driveways to reduce conflict points and create a safer environment for walking and biking.

Joint and Cross Access



Description: Providing joint or cross access between adjacent properties allows circulation between the properties and reduces the number of driveways and conflict areas along a roadway. Joint and cross access can be used in combination with shared parking.

Bicycle Amenities

Bicycle Racks



Description: A frame that is permanently anchored to the ground and is used to secure bikes when not in use. Bike racks should be located in visible areas and near major destinations such as employment centers, business and retail districts, parks, and transit stops.

Placement: Placement of bicycle racks should consider dimensions when occupied and must maintain a clear walkway, particularly when placed along a sidewalk. Bicycle racks should be set back 2' to 3' from the curb when installed along a street. Bicycle racks can be located under shelters or building overhangs.

Style: The Inverted U and Post-and-Ring are preferred types of bicycle racks due to the support provided to bicycles and ease of use. However, custom designs that provide similar functions can enhance a streetscape and reflect the character of the community.

Bicycle Repair Station



Description: A piece of equipment consisting of a simple bicycle stand and tools necessary to perform minor repairs and adjustments. The tools are typically securely attached to the stand, which can be used to hang the bike and allow the pedals and wheels to spin while making adjustments. Fix-It Stations should be located in visible areas, particularly along bicycle routes or near recreational resources.

Traffic Calming

Pavement Markings / Reduced Lane Widths



Description: Reduced excessive lane widths can help to slow traffic by providing a defined area for travel. Also, a reduction in lane widths can provide additional space for bicyclists and pedestrians. Lane widths can be defined by edge line striping, curbing, or other physical roadside treatments.

On-street Parking



Description: Provision of on-street parking on one or both sides that reduces roadway width. Parked vehicles also provide a buffer between traffic and pedestrians on the sidewalk.

Speed Hump or Speed Table



Description: Raised humps in the roadway, typically 3—4 inches high, intended for low volume and low speed roadways. Speed humps are most effective when placed in a series. Speed humps are the most popular traffic calming measure due to their effectiveness at reducing speeds, ease of implementation, and relatively low cost. Speed tables are speed humps with a longer flat top.

Option: Speed humps or tables placed at a crosswalk create raised pedestrian crossings, which provide better visibility for pedestrians.

Speed Cushion



Description: Speed humps or speed tables that include wheel cutouts to allow larger vehicles to travel without slowing down to travel over the hump. They are intended to allow emergency vehicles or transit vehicles to travel unimpeded.

Median / Pedestrian Refuge Island



Description: Medians or raised islands between travel lanes can be designed with landscaping, hardscaping, welcome signs, or provide a mid-point refuge for pedestrian crossings. Medians help to slow traffic by defining travel lanes and can be used to reduce conflicts by physically preventing left turns and restricting turning movements to specific locations.

Gateway Treatment



Description: A combination of special treatments used at the entrance to an area or neighborhood that alert drivers to slow down due to a change in environment. Gateway treatments can include signage to identify the area or neighborhood. Other potential gateway treatments include landscaped medians or landscaped areas on the roadside.

Curb Extension or Bulb Out



Description: Areas of expanded curbing that extend across a parking lane and may narrow a travel lane. Curb extensions create shorter crossing distances for pedestrians while increasing available space for street furniture and plantings.

Chicane



Description: Series of three bulb-outs, staggered at mid-block locations on alternating sides of the street. Chicanes force drivers to slow down to negotiate through the series of extensions. Chicanes can include landscaping to improve the street appearance but will reduce on-street parking.

Raised / Textured Intersection



Description: An entire intersection, including crosswalks, which is built level with the sidewalk and/or has textured pavement. Similar to a speed hump or table, a raised intersection provides a vertical deflection to slow traffic. The elevated crosswalks also make it easier for pedestrians to cross the street. Raised intersections can be built with a variety of materials, including asphalt, concrete, or pavers.

Roundabout



Description: An intersection design treatment that reduces conflict points and slows traffic. Traffic approaching the intersection yields to traffic circulating around the roundabout. Splitter islands at the entries help to slow and direct traffic and serve as pedestrian refuge areas. In some situations, roundabouts can provide increased capacity and reduced delay when compared with traffic signals.

Mini-Roundabout



Description: A roundabout with a small diameter and traversable central island. Mini-roundabouts offer benefits similar to roundabouts, but with a smaller footprint and less cost. Mini-roundabouts are typically used in urban or small town settings on roadways with low speeds.

Streetscapes

Pedestrian Scale Lighting



Description: Pedestrian-scaled streetlights, 10 to 12 feet in height, help provide security along sidewalks, as well as help to create aesthetic appeal to the streetscape.

Vertical Banners



Description: Banners help to announce and publicize special events, as well as help to create an identity and sense of place. Vertical banners may be attached to street light poles or may be freestanding.

Public Art



Description: Public art may be incorporated into streetscapes through elements such as: planters and / or benches embellished by local artists, unique bike racks, or other art installations. Public art helps to provide character to streetscapes.

Streetscape Amenities



Description: Benches, trash receptacles, and bicycle racks create a more comfortable and convenient environment for walking, biking, and enjoying the street. The design of the streetscape furniture or amenities should be consistent to convey the unique character of the community. Amenities should be placed so they do not obstruct pedestrian walkways, building entrances, fire hydrants.

Street Trees



Description: Street trees provide shade for pedestrians, help with stormwater management, and help to create a sense of place. The tree canopy has a calming effect on traffic with the increased sense of enclosure. The type and location of street trees should be chosen based on site conditions. Street trees can be placed between the sidewalk and curb or between the sidewalk and front yard.

Wayfinding

Kiosk / Interpretive Signs



Description: Provides detailed information about the facility, such as a map, trail rules, and emergency information. Kiosks can also provide interpretive information about the history of an area. Kiosks are often located at a trailhead or a rest stop along a trail.

Guidance / Navigation Signs



Description: Signs that can stand alone or be mounted on an existing pole that identify a facility and provide directional information, particularly at key decision points. These signs are often used for on-road bicycle routes because they can be viewed by trail users and motorists.

Post Signs



Description: Small, simple stand alone signs that are used to identify a facility and provide basic information, such as directional arrows or mileage.

Pavement Markings / Medallions



Description: Wayfinding markings that are placed on the pavement to identify a facility and provide basic information, such as directional arrows or mileage.

Active Transportation Network Connections

Action item: The future vision for a complete active transportation network in Greensburg should be identified and presented on a Transportation Enhancements Map. This map and the descriptions present a vision for developing a connected active transportation network that can be implemented over time and as resources become available.

The follow potential actions are some enhancements that can be considered for Greensburg:

- **Sidewalk Maintenance Program**
- **Complete Streets Policy**
- **Safer Streets and Vision Zero**
- **Development Standards**

The potential connections will be implemented in a phased approach. The timing of implementation will depend on several factors, such as feasibility, funding availability, community support, coordination with property owners, other nearby transportation improvements, and land development activity. Additional evaluation of feasibility engineering may be necessary before improvements can be implemented. Changes in conditions or travel patterns should be monitored and may influence the need or type of improvements.

Polices that Support Active Transportation

In addition to constructing new infrastructure, updating municipal policies can help to implement the achieve the vision and goals of this plan.

Municipal Ordinance Review

Action item: Greensburg Subdivision and Land Development Ordinance (SALDO) and Zoning Ordinance should be reviewed to identify how active transportation themes are addressed. The table below provides a framework on elements to be considered. This review can serve as the basis for determining how the municipal ordinances can be updated to better address active transportation from a policy perspective. The recommendations should address general regulatory deficiencies. This review serves as an introduction to how these themes can be regulated by municipal ordinances. Further, customized research and drafting of ordinance language will be needed to incorporate any proposed recommendations into municipal code.

Element	Actions
Sidewalks	<ul style="list-style-type: none"> • Adopt a definition for Sidewalks • Reference ADA requirements in Design Standards
Paths/Trails	<ul style="list-style-type: none"> • Adopt definitions for Trails and Paths • Develop design standards consistent with AASHTO and PennDOT standards

On-Road Bicycle	<ul style="list-style-type: none"> • Adopt definitions for on-road bicycle infrastructure • Develop design standards consistent with AASHTO and PennDOT standards
Crossings	<ul style="list-style-type: none"> • Adopt a definition for Crosswalks • Develop design standards consistent with AASHTO and PennDOT standards
Public Transit	<ul style="list-style-type: none"> • Adopt a definition for a bus stop • Develop design standards consistent with Port Authority Design Guidelines • Require coordination with Port Authority for all major land developments

Transportation Impact Study Requirements

Like many municipalities, Greensburg should require the preparation and submission of a traffic impact study as part of the land development approval process. The requirements for traffic studies focus solely on evaluating and mitigating traffic capacity. Mitigating traffic impacts by providing more travel lanes can induce more traffic, reduce the ability of people to use non-auto modes because of wider and busier roadways, and make it more expensive to develop in desirable locations. The requirements for transportation impact studies can be expanded to consider a broader range of transportation options and more balanced strategies to address transportation impacts.

- **Existing Conditions Analysis**—Require descriptions and documentation of all existing and proposed elements of the transportation system, including pedestrian infrastructure; bicycle infrastructure; and public transit routes, stop locations, and service.
- **Future Conditions Analysis**—Require that proposed improvements shall consider all roadway users, including motorized vehicles, bicyclists, pedestrians, and transit users. Add a requirement to address future public transit service through coordination with the Port Authority.
- **Alternative Transportation Plan**—Greensburg may adopt a practice whereby major developments are required to submit an Alternative Transportation Plan (ATP). This plan should be completed in concert with a transportation impact study. There are a variety of criteria that could be considered for when an ATP must be prepared, such as zoning district, size of the development, and functional classification of the roadway. The ATP can be used to identify multimodal (bicycle, pedestrian, public transit) infrastructure improvements and Transportation Demand Management (TDM) measures to offset the traffic impacts associated with the proposed development. The developer may choose to implement any or all of the improvements identified in the ATP to receive trip reduction credits. The trip reduction credit percentages require approval by the municipality's governing body with guidance from a professional traffic engineer and agreed upon by PennDOT (for state owned roadways). Trip reduction credits could be applied to the transportation impact study to determine the required roadway improvements. However, for state owned roadways under PennDOT's jurisdiction, ATP's cannot be used as justification for any roadway or intersection to go unimproved

through the land development process or for any roadway or intersection to operate below an acceptable LOS during the peak condition. Additionally, all requirements under the current PennDOT HOP process must be met.

Official Map

An Official Map is used to express the municipality's interest in acquiring identified land for future public purposes. Greensburg currently does not have an adopted Official Map. If the city chooses to adopt an Official Map recommendation from this Active Transportation Plan, including locations of new sidewalks, on-road bicycle facilities, and crosswalks, should be incorporated.

Capital Improvement Plan

Municipalities can adopt a Capital Improvement Plan to budget for maintenance and replacement of existing infrastructure and construction of new facilities. These plans identify short- and long-term priorities to help schedule capital improvements and identify potential funding or financing options for the identified improvements. Greensburg may wish to consider adopting a Capital Improvement Plan to prioritize the improvements identified in this plan with other capital improvement priorities in the city.

Programs that Encourage Active Lifestyles

There are a number of programs and initiatives that can support active transportation in Greensburg.

PennDOT Connects

The PennDOT Connects program provides an opportunity for municipalities to coordinate with PennDOT, the county, SPC, and other planning partners during the implementation of maintenance and capital improvement projects. This coordination is vitally important to advancing community visions.

Increased communication and coordination during the pre-planning phase is critical for active transportation plan implementation moving forward. It is the local and county governments opportunity to raise awareness of their local pedestrian and transportation priorities/plans. It is critical that local representatives, county planning staff, representatives from the transit authority, as well as other community stakeholders, have the opportunity for input prior to expending resources on engineering/permitting costs.

Traffic Calming

Traffic calming measures are physical changes to a roadway designed to reduce speeding and cut-through traffic, particularly on residential streets. Traffic calming measures are often implemented in conjunction with bicycle and pedestrian infrastructure to create a safer and more comfortable environment for walking and biking. Greensburg may consider developing and adopting a traffic calming policy to outline a process for evaluating and implementing traffic calming measures. These policies often address how municipalities respond when residents express concerns related to speeding or cut-through traffic. The policy can include processes for residents to request a traffic calming study, key steps in the evaluation process, and criteria for determining if traffic calming measures should be installed. PennDOT's Traffic Calming Handbook includes a sample traffic calming process and policy outline.

Vision Zero

Vision Zero is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, and equitable mobility for all users. Vision Zero involves a multidisciplinary and systems approach to improve policies and roadway environments to prevent fatal and severe crashes. This involves a shift from considering traffic deaths inevitable rather than preventable and focusing on managing speeds. Municipalities can make a Vision Zero Commitment and develop a Vision Zero Action Plan to outline steps, metrics, and a timeline to achieve zero traffic deaths in the community. In Pennsylvania, Bethlehem, Harrisburg, and Philadelphia have made a commitment to Vision Zero.

Enforcement Programs

There are a number of state and local laws and regulations that address bicycle and pedestrian safety issues. Ensuring compliance with these laws can help to provide a safe environment for walking, biking, driving, and riding public transit. Listed below are several ideas of ways to enhance the enforcement of laws that impact bicycle and pedestrian safety.

- Use of non-motorized patrols
- Training for law enforcement officials on walking/biking laws
- Use of driver feedback speed signs
- Targeted speed enforcement, particularly for shared use facilities

Education and Encouragement Programs

Educating people about the health and safety benefits of walking and biking and encouraging people to walk and bike may help to increase walking and biking activity. The following list includes potential activities and events that could be held to promote and raise awareness for active transportation. The activities could incorporate education, exercise, art, history, nature, recreation, and fun for all ages. Municipalities may need to revise or update ordinances and requirements for holding special events, particularly for street closures.

- Beautification / Clean-up events
- Bike lessons for kids and adults
- Bike rodeos for kids
- Bike to work day rallies
- Block parties / Free street events
- Downtown / Historic district walking tours
- Public art installations (temporary or permanent)
- Charity walks / Running races / Bike races / Triathlons
- Trail Opening Events
- Walk / Bike tracking and challenge activities

CATALYST PROJECTS

Introduction

The foundation for an active transportation network that fully serves the needs of residents and visitors to the City of Greensburg already exists. However, there are key improvements that would further enhance the safety

and experience for people walking, biking, or using public transportation in the community. These improvements can be the first step in building a complete active transportation network and inspire further investment into improving mobility. As such, this plan characterizes those improvements as Catalyst Projects.

Action item: Up to four catalyst projects should be identified that the city may wish to advance as priority implementation items of the Active Transportation Plan. The catalyst projects should be chosen because they are high priorities as indicated by community and stakeholder input. These projects provide key connections in the active transportation network, pose fewer feasibility concerns, and can potentially be completed in the near-to-mid-term. The catalyst projects can include capital improvements and policy recommendations.

ACHIEVING THE VISION

Introduction

The Active Transportation Plan provides a blueprint for achieving the vision of the community. This Chapter presents a summary of priority action items, including capital improvements and policy updates; the previous chapters provide specific details about the recommendations of the Active Transportation Plan. There are some early actions that Greensburg can focus on over the short-term. Other projects may take additional time to further develop plans, coordinate with PennDOT, build community consensus, secure funding, and develop partnerships for implementation. This Chapter outlines some of the key next steps to work towards successful implementation of the Active Transportation Plan.

Current/Ongoing Projects

Action item: Identify projects and initiatives that are already underway. The city will continue to focus on and prioritize these projects.

Implementation Plan

Action item: Develop a table that lists the catalyst projects. These projects may be implemented over time and as funding becomes available. The table should provide specific action items and a general time frame for the action items. Actual implementation of capital improvements is dependent upon a number of factors such as technical feasibility, design, coordination with partners and property owners, and availability of funding. In the short-term, Greensburg can focus on developing a Complete Streets Policy as an early action item of the Active Transportation Plan. This initiative will require less capital investment than infrastructure projects but can potentially have just as big of an impact on the community.

Catalyst Project	Short-Term Actions (6 months—1 year)	Medium-Term Actions (1-2 years)	Long-Term Actions (2-5+ years)
Complete Streets Policy	– Apply for and obtain grant funding	– Prepare policy	– Update policy as needed

Potential Funding Opportunities

Identifying funding for the capital improvements, programs, and policies identified in this plan is a critical next step towards implementation. Some projects may be relatively low cost, implementable by staff or volunteers, or tied to another project. While others may require phasing and funding from multiple sources.

While the full responsibility of funding the projects identified in this plan will not fall solely on the city, all improvements will require some investment from the city. It is important for the city to consider the improvement projects in this plan when preparing future budgets. Investment from the city can be used to leverage other funding sources, and it can be used for matching funds for competitive grant programs.

Given the variety of improvements identified, additional funding beyond the city's general budgets will likely be needed for implementing many of the improvements. Various competitive grant programs are available to fund the design and construction of capital improvements. A summary of the current competitive grant programs available to municipalities for active transportation improvements is highlighted here. Each grant program has different eligibility for the type of project, use of funds, matching requirements, and timelines for implementation. Grant programs typically require the project sponsor to provide matching funds and omit to administering and fulfilling other grant requirements.

The table on the following page highlights some grant programs that are available to municipalities in Pennsylvania to implement active transportation enhancements in their communities. The Southwestern Pennsylvania Commission provides additional details about potential grant funding sources and should be consulted when seeking grant funding for implementation.

Action item: Verify funding programs before finalizing the Active Transportation Plan. Update programs and add any new programs that may exist.

Summary of Current Competitive Grant Programs Table

Program – Administering Agency	Program Details	Capital Improvement Projects					Policies, Plans, and Programs
		Bicycle & Pedestrian Facilities	Streetscape	Traffic Calming	Public Transit	Wayfinding	
Transportation Alternatives Set Aside – Pennsylvania Department of Transportation (PennDOT)	– Federal transportation funds – Match requires funding all pre-construction activities – \$50,000 minimum and \$1 million maximum – 2 year timeframe to complete design, right-of-way, and utility clearance	✓		✓			
CFA/DCED – Multimodal Transportation Fund (MTF) – Commonwealth Financing Authority (CFA) with Department of Community and Economic Development (DCED)	– Annual competitive grant program for state funds (Act 89) – 30% match; \$100,000 minimum; \$3 million maximum – 2 – 3 year timeframe to complete the grant funded activities	✓	✓	✓	✓		
PennDOT – Multimodal Transportation Fund (MTF) – PennDOT	– Annual competitive grant program for state funds (Act 89) – 30% match (based on grant award); \$100,000 minimum; \$3 million maximum – 3 year timeframe to complete the grant funded activities	✓	✓	✓	✓		
Automated Red-Light Enforcement (ARLE) Program – PennDOT	– Annual competitive grant program – Funded by revenue from automated red light enforcement – No matching funds required	✓					
Greenways, Trails and Recreation Program (GTRP) – CFA with DCED & Department of Conservation of Natural Resources (DCNR)	– Annual competitive grant program for state funds (Act 13) – 15% match; \$250,000 maximum – 2 - 3 year timeframe to complete the grant funded activities	✓ Trails					
Community Conservation Partnerships Program (C2P2) – Department of Conservation and Natural Resources (DCNR)	– Annual competitive grant program – Various federal and state funds available for trails and improving access to recreational opportunities – Match requirement depends on program	✓ Trails				✓	✓
Community Development Block Grant (CDBG) – Northampton County – Department of Community and Economic Development (DCED)	– Annual federal Housing and Urban Development (HUD) funds – Amount allocated to county based on variety of factors – Funds allocated to support communities with low-to moderate- income persons		✓				✓
Municipal Assistance Program (MAP) – Department of Community and Economic Development (DCED)	– Grant program with rolling applications (always accepting applications) – 50% match required						✓

Summary of Current Competitive Grant Programs Table

Program – Administering Agency	Program Details	Capital Improvement Projects					Policies, Plans, and Programs
		Bicycle & Pedestrian Facilities	Streetscape	Traffic Calming	Public Transit	Wayfinding	
WalkWorks Program – PA Downtown Center	– Annual competitive grant program – No matching funds required – Typically less than 1 year to complete the grant funded activities						✓
PeopleForBikes Community Grant Program – PeopleForBikes	– Annual or biannual competitive grant program for private funds – Grant requests cannot exceed 50% of the project cost and \$10,000 maximum	✓					
Community Challenge Grant – AARP	– Project that increase mobility options and connectivity in communities – No minimum or maximum award amount	✓	✓	✓	✓	✓	
Smart Growth Grant – National Association of Realtors	– Educational programs and policies that support active transportation – Level One: up to \$1,500 – Level Two: up to \$5,000						✓
Placemaking Grant – National Association of Realtors	– New, outdoor public spaces and destinations in a community – Level One: up to \$1,500 – Level Two: up to \$5,000	✓	✓	✓	✓	✓	

Measuring Success

Long-term success of the Active Transportation Plan will be measured by the completion of linear miles of new multimodal transportation facilities, the number of newly connected destinations, enhancements of transit facilities (e.g. number of new bus pads and number of additional of transit stops), and enhancements to destinations. These capital improvements will not happen overnight; it will take diligent work on the part of planning partners and support of the local residents. Community leaders should update the list below periodically to check progress in implementation. The following are metrics to consider:

- Sidewalks
- Crosswalks and Intersections
- Transit Stops, Connections and Routes
- Bicycle Infrastructure Improvements
- Programmatic and Policy Improvements

An aerial photograph of Greensburg, Pennsylvania, showing a mix of residential houses, commercial buildings, and green spaces. The city is nestled in a valley with hills in the background. The image is slightly faded to allow text to be overlaid.

APPENDIX

DECEMBER 2022



GREENSBURG
PENNSYLVANIA

SHAPE GREENSBURG

YOUR VOICE, YOUR VISION, YOUR CITY

SHAPE GREENSBURG
YOUR VOICE, YOUR VISION, YOUR CITY

This appendix provides supplemental information as referenced by the Shape Greensburg Core Comprehensive Plan. See the Core Comprehensive Plan for more information regarding the planning process and acknowledgment of contributors.

TABLE OF CONTENTS

APPENDIX

Community Profile4

Existing Conditions: Assessment & Analysis5

Mobility and Infrastructure 15

Community Engagement..... 32

COMMUNITY PROFILE

Since its incorporation in 1799, Greensburg Pennsylvania boasts a well-established history and significant role within the Southwestern Pennsylvania region as a county seat and home to major employers, educational and medical institutions, and cultural attractions. The City of Greensburg is located 30 miles southeast of Pittsburgh and conveniently accessible by several major highways, including the PA Turnpike, US Route 30 and PA Route 66. The city houses a population of 14,976 residents, as reported by the 2020 U.S. Census. Occupying a total land area of 4.05 square miles, the city’s overall population density is roughly 7,500 square feet of land per resident. The landscape of Greensburg may be generally characterized as small-town urban, with a central historic mixed-use downtown core, surrounded by compact primarily residential neighborhoods, with slightly more suburban-style development within the northern section of the city.

While the city’s borders are somewhat limited in geography, the broader community of “greater” Greensburg includes neighboring municipalities of South Greensburg, Southwest Greensburg, and portions of Hempfield Township. This area, as categorized by the zip code 15601, is rather populous, containing a population of over 50,000 people within a radius of just roughly 5 miles. In many ways, the City of Greensburg functions as the political, cultural, and employment hub of which surrounding areas gravitate. In other words, when you’re going “to town” you’re going to Greensburg.



EXISTING CONDITIONS:
ASSESSMENT AND ANALYSIS

SOCIO-ECONOMIC DEMOGRAPHICS

As part of this comprehensive plan, a demographic analysis was completed which focuses on comparing U.S. Census data between the 2010 and most recent 2020 decennial census. Data for Greensburg is also compared with data from Westmoreland County and select surrounding municipalities: namely South Greensburg, Southwest Greensburg, and Hempfield Township. This section highlights demographic topics of total population, age, race, educational attainment, and household income.

These regional data comparisons are helpful in assessing how Greensburg stacks up with its neighbors and where unique advantages or opportunities for improvement may exist. The following key observations seek to highlight what can be learned from understanding the potential factors behind such demographic data.

TOTAL POPULATION

Key Observations:

- Greensburg’s population has stabilized over the past decade.
- This recent trend represents a clear divergence from a trend of steady population decline since 1980, when the city hosted its highest historic population of 17,588.
- As of 2020, Greensburg’s population represents roughly 85 percent of its historic capacity.
- Greensburg’s recent population trend has diverged from Westmoreland County and Hempfield Township, which both experiencing mild population decline.

Community	2010	2020	% Change 2010-2020
Greensburg	14,892	14,976	0.6%
South Greensburg	2,117	2,135	0.8%
Southwest Greensburg	2,155	2,219	2.9%
Hempfield Township	43,241	41,466	-4.3%
Westmoreland County	365,169	354,663	-3.0%

AGE

Key Observations:

- Greensburg’s population is becoming younger on average.
- This trend is in contrast to the regional trend of an aging population, which is evident for the County and surrounding municipalities.
- Over the past decade, Greensburg experienced an increase of both youth (<18) and older adults (>65) residents.

Community	Median Age (in years)		% Change 2010-2019
	2010	2019	
Greensburg	41.3	38.8	-6.1%
South Greensburg	43.8	48.4	10.5%
Southwest Greensburg	41.6	40.4	-2.9%
Hempfield Township	44.6	49.5	11.0%
Westmoreland County	44.4	47.0	5.9%

Community	Portion of Population in 2010			Portion of Population in 2019		
	< 18 years	18-64 years	> 65 years	< 18 years	18-64 years	> 65 years
Greensburg	16.7%	65.9%	17.4%	17.7%	62.3%	20.0%
South Greensburg	14.9%	64.0%	21.1%	15.3%	60.6%	24.1%
Southwest Greensburg	19.3%	65.1%	15.6%	19.1%	63.4%	17.5%
Hempfield Township	18.4%	63.2%	18.4%	15.7%	58.5%	25.8%
Westmoreland County	20.3%	61.1%	18.6%	18.5%	59.4%	22.1%

EDUCATION ATTAINED

Key Observations:

- The percentage of Greensburg residents with a high school degree or higher decreased slightly between 2010 and 2019, while the County and Hempfield Township both experienced an increase of this metric.

Community	% Population (25 years and older in year 2019)			Population	% Population high school graduate or higher
	At least 8 Year of Elementary	4 Years of High School	4 Years of College +		
Greensburg	1.5%	59.4%	34.0%	5,246	93.4%
South Greensburg	2.8%	73.4%	19.7%	2,543	93.1%
Southwest Greensburg	1.7%	62.8%	31.1%	6,263	93.9%
Hempfield Township	2.1%	61.6%	33.1%	2,105	94.7%
Westmoreland County	1.7%	65.3%	29.1%	33,695	94.4%
Community	% Population (25 years and older in year 2010)			Population	% Population high school graduate or higher
	At least 8 Year of Elementary	4 Years of High School	4 Years of College +		
Greensburg	1.5%	61.4%	33.4%	5,246	94.8%
South Greensburg	0.9%	73.7%	19.9%	2,543	93.6%
Southwest Greensburg	1.5%	65.0%	28.6%	6,263	93.6%
Hempfield Township	2.3%	64.3%	28.5%	2,105	92.8%
Westmoreland County	2.7%	70.1%	24.0%	33,695	94.1%

RACE

Key Observations:

- Greensburg is becoming more diverse, a trend generally consistent with the region.
- As of 2020, the non-Caucasian (minority) population represents 13.3 % of all residents.
- The non-Caucasion (minority) population grew by half since 2010. Of all racial groups, mixed-race individuals accounted for the greatest increase in population and have more than doubled since 2010.

Community	% Population 2020															
	Caucasian	Caucasian%	Black	Black %	American Indian, Eskimo, and Aluet	American Indian, Eskimo and Aluet %	Asian alone	Asian alone %	Native Hawaian or other Pacific Island	Native Hawaian or other Pacific Island %	Other	Other %	Mix	Mix %	Total #	
	Greensburg	12,988	86.7%	774	5.2%	30	0.2%	155	1.0%	0	0.0%	89	0.6%	940	6.3%	14,976
	South Greensburg	1,988	93.1%	38	1.8%	5	0.2%	22	1.0%	0	0.0%	5	0.2%	77	3.6%	2,135
	Southwest Greensburg	1,995	89.9%	46	2.1%	1	0.0%	6	0.3%	0	0.0%	11	0.5%	160	7.2%	2,219
	Hempfield Township	38,500	92.8%	721	1.7%	39	0.1%	407	1.0%	4	0.0%	157	0.4%	1,638	4.0%	41,466
	Westmoreland County	324,684	91.5%	9188	2.6%	419	0.1%	3328	0.9%	38	0.0%	1740	0.5%	15,226	4.3%	354,663
Community	% Population 2010															
	Caucasian	Caucasian%	Black	Black %	American Indian, Eskimo, and Aluet	American Indian, Eskimo and Aluet %	Asian alone	Asian alone %	Native Hawaian or other Pacific Island	Native Hawaian or other Pacific Island %	Other	Other %	Mix	Mix %	Total #	
	Greensburg	13599	91.3%	721	4.8%	28	0.2%	119	0.8%	3	0.0%	47	0.3%	375	2.5%	14,892
	South Greensburg	2059	97.3%	18	0.9%	4	0.2%	11	0.5%	0	0.0%	6	0.3%	19	0.9%	2,117
	Southwest Greensburg	2031	94.2%	59	2.7%	1	0.0%	6	0.3%	0	0.0%	2	0.1%	56	2.6%	2,155
	Hempfield Township	41285	95.5%	1047	2.4%	47	0.1%	372	0.9%	10	0.0%	156	0.4%	324	0.7%	43,241
	Westmoreland County	348182	95.3%	8562	2.3%	351	0.1%	2704	0.7%	62	0.0%	833	0.2%	4,475	1.2%	365,169

HOUSEHOLD INCOME

Key Observations:

- Greensburg has the lowest median household income compared to the County and surrounding municipalities.
- While Greensburg’s household income has increased slightly since 2010, the rate of growth is significantly less than that of the region.
- As of 2019, 18% of Greensbrug residents are determined to be below the poverty level.

Community	Median Household Income		
	2010	2019	% Change 2010-2019
Greensburg	\$39,529	\$42,058	6.4%
South Greensburg	\$41,141	\$46,750	13.6%
Southwest Greensburg	\$35,000	\$52,784	50.8%
Hempfield Township	\$55,416	\$65,132	17.5%
Westmoreland County	\$47,689	\$60,471	26.8%

Community	2010						2019					
	< \$35,000		\$35,000-\$99,999		≥\$100,000		< \$35,000		\$35,000-\$99,999		≥\$100,000	
Greensburg	3,339	45.5%	3,104	42.3%	888	12.1%	3,003	44.8%	2,648	39.5%	1,051	15.7%
South Greensburg	389	39.2%	554	55.8%	49	4.9%	377	35.8%	498	47.2%	179	17.0%
Southwest Greensburg	517	50.0%	412	39.8%	106	10.2%	245	26.7%	499	54.3%	175	19.0%
Hempfield Township	5,056	29.8%	8,280	48.8%	3,631	21.4%	4734	30.9%	5411	35.4%	5152	33.7%
Westmoreland County	57,087	37.7%	71,283	47.1%	22,896	15.1%	43,682	28.7%	68,084	44.7%	40,517	26.6%

HOUSING ASSESSMENT

An assessment of census data related to housing units and household demographics was conducted as part of this Comprehensive Plan using the same time interval (2010 to 2020) and comparison to surrounding communities as the socio-economic demographic analysis (see City & Neighborhood section). In general, Greensburg’s housing stock is functionally healthy as it boasts a balance of stable to moderately appreciating home values, while remaining relatively affordable for a variety of household demographics.

The city’s housing stock also provides a mixture of single family, two-family, townhome, and multi-family garden-style and mid-rise apartment units. In fact, it is estimated that about 35 percent of housing units are within a multiple-unit configuration (ACS 2020 5-year), which is one and a half times greater than the observed value for the greater Pittsburgh metro region. By providing a variety of housing options, a broader array of household types (i.e. families, young adults, older adults) may be able to call Greensburg home. Housing diversity may be a contributing factor to the observed high percentage of renter occupied units, making up nearly half (48 percent) of all units.

As for the condition of the housing structures themselves, Greensburg has a relatively old housing stock, with 85 percent of its housing units over 50 years in age. Coupled by years of population decline and lack of new investment in parts of neighborhoods, the upkeep and regular maintenance of housing has become a major challenge for many properties. As a result, the city has made a concerted effort to address blighted properties. See the Blight Mitigation Strategy section of the report for more information.

HOUSING

Key Observations:

- In general, the total number of housing units has remained constant for most of the region.
- Greensburg slight increase in housing units (98 added) is the most among surrounding municipalities. Since Greensburg is almost completely developed, these new units are likely the result of infill/redevelopment.
- Greensburg’s median home value has increased at a rate similar to the County.

Community	Total Housing Units		
	2010	2020	% Change 2010-2020
Greensburg	7,509	7,607	1.3%
South Greensburg	1,137	1,193	4.9%
Southwest Greensburg	1,165	1,159	-0.5%
Hempfield Township	18,645	18,545	-0.5%
Westmoreland County	168,199	167,776	-0.3%

Community	Home Value		
	2010	2019	% Change 2010-2019
Greensburg	\$113,500	\$134,000	18.1%
South Greensburg	\$87,800	\$99,400	13.2%
Southwest Greensburg	\$110,300	\$118,200	7.2%
Hempfield Township	\$148,200	\$172,800	16.6%
Westmoreland County	\$126,800	\$153,100	20.7%

HOUSEHOLD COMPARISONS

Key Observations:

- The observed decline in the number of Greensburg households, given constant population, is explained by an observed increase in the size of households.
- From 2010 to 2019, Greensburg experienced an increase in average household size (1.91 to 1.96) and family size (2.63 to 2.74).

Community	Number of Households		
	2010	2019	% Change 2010-2019
Greensburg	7,338	6,702	-8.7%
South Greensburg	993	1,054	6.1%
Southwest Greensburg	1,036	1,017	-1.8%
Hempfield Township	16,968	17,597	3.7%
Westmoreland County	152,640	152,283	-0.2%

Household Comparisons

(2019) Community	Total Households	Average Household Size	Married-couple Family Households			Average Family Size	Non-Family Households	
			Total	% of Total Households	With Children under 18		Total	% of Total Households
Greensburg	6,702	1.96	2,029	30.3%	760	2.74	3,533	52.7%
South Greensburg	1,054	2.05	433	41.1%	146	2.68	454	43.1%
Southwest Greensburg	1,017	2.20	497	48.9%	175	2.75	380	37.4%
Hempfield Township	17,597	2.19	9,762	55.5%	2,890	2.72	6,323	35.9%
Westmoreland County	152,283	2.26	79,101	51.9%	24,825	2.8	53,123	34.9%

Household Comparisons

(2010) Community	Total Households	Average Household Size	Married-couple Family Households			Average Family Size	Non-Family Households	
			Total	% of Total Households	With Children under 18		Total	% of Total Households
Greensburg	7,338	1.91	2,573	35.1%	811	2.63	3,746	51.0%
South Greensburg	993	2.09	453	45.6%	125	2.62	409	41.2%
Southwest Greensburg	1,036	2.18	458	44.2%	144	2.84	423	40.8%
Hempfield Township	16,968	2.37	9,856	58.1%	3,447	2.92	5,396	31.8%
Westmoreland County	152,640	2.34	81,304	53.3%	28,076	2.88	50,508	33.1%

HOUSING AGE

Key Observations:

- A large proportion (85 %) of Greensburg’s housing units are over 50 years in age.
- The number of new housing units built has declined steadily in each decade since 1970, a trend which aligns with Greensburg’s observed population decline.
- Greensburg’s age of housing stock is slight older, yet generally consistent with the that of the County.

Age of Housing Stock

2019 Community	Total Housing Units	Year Housing Built and Proportion of Total Housing Units									
		pre 1939		1940-49		1950-59		1960-69			
Greensburg	7,615	2,236	29.4%	943	12.4%	1,234	16.2%	1,050	13.8%		
South Greensburg	1,170	416	35.6%	120	10.3%	245	20.9%	53	4.5%		
Southwest Greensburg	1,184	527	44.5%	121	10.2%	208	17.6%	134	11.3%		
Hempfield Township	18,969	1,877	9.9%	1,006	5.3%	2,654	14.0%	2,835	14.9%		
Westmoreland County	170,442	35,628	20.9%	14,377	8.4%	28,190	16.5%	21,764	12.8%		
(cont.)		1970-79		1980-89		1990-99		2000-2009		2010 or later	
Greensburg	7,615	1,030	13.5%	533	7.0%	489	6.4%	60	0.8%	40	0.5%
South Greensburg	1,170	79	6.8%	90	7.7%	78	6.7%	46	3.9%	43	3.7%
Southwest Greensburg	1,184	69	5.8%	30	2.5%	84	7.1%	11	0.9%	0	0.0%
Hempfield Township	18,969	4,128	21.8%	1,988	10.5%	2,022	10.7%	2,037	10.7%	422	2.2%
Westmoreland County	170,442	24,347	14.3%	14,157	8.3%	15,319	9.0%	12,446	7.3%	4,214	2.5%

RENT

Key Observations:

- Rent remains generally affordable for residents within Greensburg and throughout the County, with monthly rents making up less than 30 percent of monthly household income (a threshold generally considered to determined “affordable”).
- Even though Greensburg’s median rent value is lower than the County, Greensburg rents are considered less affordable (rent as % of household income) due to the City’s lower median household income.

Community	2010			2019		
	Median Monthly Gross Rent	Median Household Income	% of Household Income	Median Monthly Gross Rent	Median Household Income	% of Household Income
Greensburg	\$557	\$39,529	16.9%	\$656	\$42,058	18.7%
South Greensburg	\$545	\$41,141	15.9%	\$739	\$46,750	19.0%
Southwest Greensburg	\$535	\$35,000	18.3%	\$697	\$52,784	15.8%
Hempfield Township	\$604	\$55,416	13.1%	\$796	\$65,132	14.7%
Westmoreland County	\$578	\$47,689	14.5%	\$721	\$60,471	14.3%

EXISTING LAND USE ASSESSMENT

Greensburg follows a typical development pattern of many other peer-sized cities of similar age: a central higher density “downtown” surrounding less dense, predominately residential neighborhoods. In terms of land area, properties used for residential purposes represent just over half (56 percent) of the city. One interesting factor that sets Greensburg apart is the fact that institutional/civic uses, such as schools, the university, government buildings, medical facilities, places of worship and non-profits) account for nearly a quarter (22 percent) of land area. Institutions and civic uses accounted for nearly double the land used for primarily commercial purposes. The County and State government offices, Seton Hill University, Excelsa Health Westmoreland Hospital, local schools, and other religious institutions greatly contribute to this condition. Such land uses provide a variety of benefits for the community, including a major source of employment, specialized services not offered in more remote areas, as well as cultural and recreational attractions for visitors both local and regional. Of course, most of these uses are tax exempt and do not contribute directly to municipal operations.

The following graphic is derived from land use data produced by Westmoreland County GIS staff. The colored areas are “generalized” to show the areas in which a certain land use type is most predominate. In certain areas, especially the downtown, land uses are quite scattered and mixed. Therefore, this area is designated on the map as “Mix of Uses.” Please note: This area contains a mix of residential, commercial/ industrial, and institutional uses. Land area within this category is accounted for by the percentages of the individual uses.

CULTURAL & HISTORIC RESOURCES

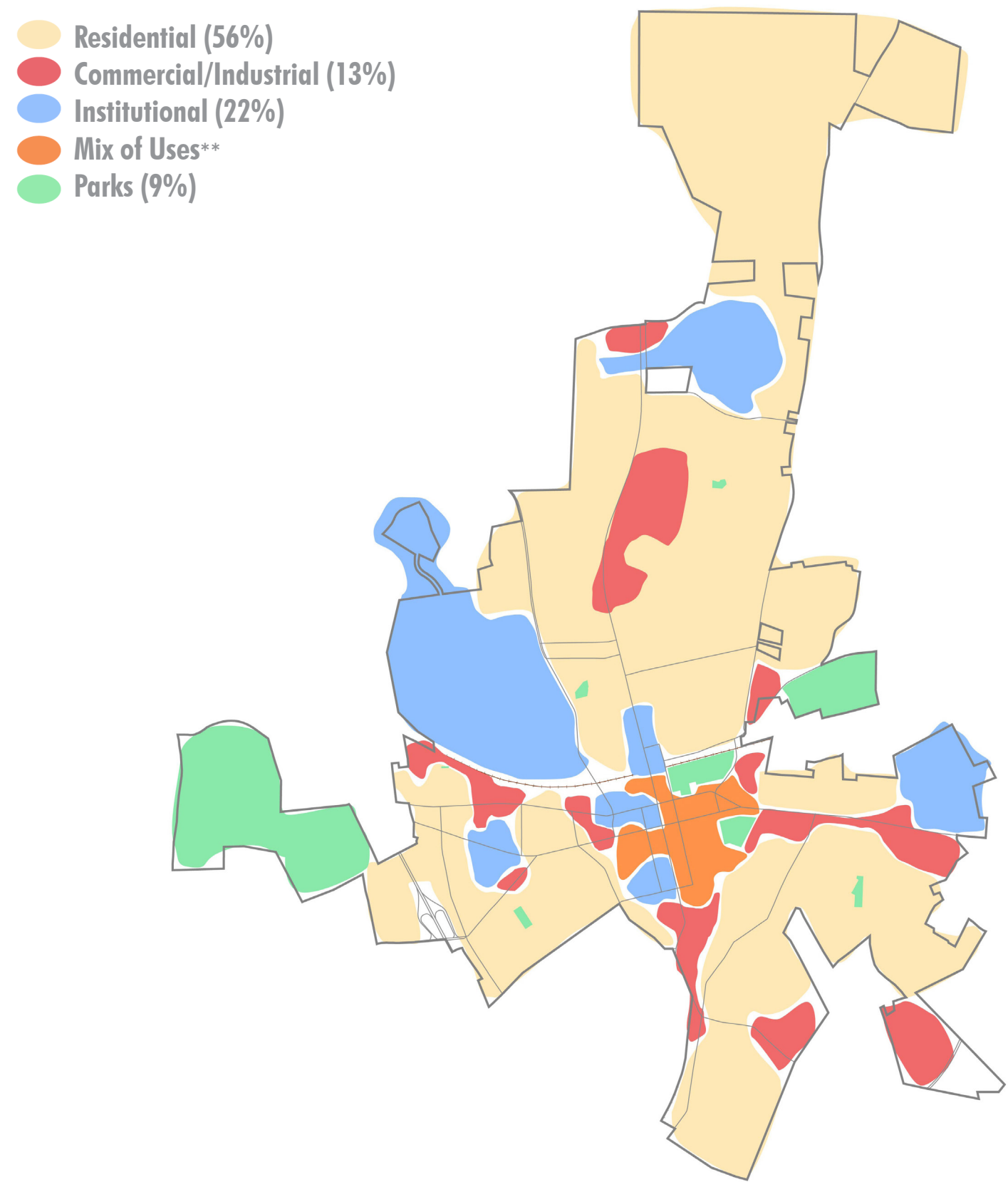
Greensburg is unique for a city of its size to have a wealth of cultural resources, which are mentioned throughout this plan as being valuable assets and attractions greatly appreciated by members of the community.

- Palace Theater/Westmoreland Cultural Trust
- Seton Hill Performing Arts Center
- Greensburg Civic Theater
- Westmoreland Symphony Orchestra
- Westmoreland Museum of American Art
- Summer Sounds outdoor concert series at Saint Clair Park
- Local artist galleries and studios
- Pop-up festival (i.e. Summer in the City; Night Market)

Greensburg also boasts a significant stock of historic architecture, as it hosts two national landmarks and two historic districts, according to the U.S National Register of Historic Places.

- Greensburg Downtown Historic District, roughly bounded by Tunnel St., Main St., Third St. and Harrison Ave. (62 contributing buildings)
- Academy Hill Historic District, roughly bounded by Baughman St., N. Maple Ave., Kenneth St., Culbertson Ave., Beacon St., and Pennsylvania Ave. (240 contributing buildings)
- Westmoreland County Courthouse
- Greensburg Railroad Station

MAPPING: Land Use



This map and calculated percentages are derived from parcel data, which excludes the area of public rights-of-way.
**Areas containing a mix of residential, commercial/industrial, and institutional. Land area within this category is accounted for by the percentages of the individual uses.

Preserving these historic assets are important for the city because they set Greensburg apart from its surroundings. Historic designations are a great step in this direction as they preserve existing historic structure from demolition or non-contextual renovations. A portion of this plan’s recommended actions focus on enhancing Zoning and Land Development codes to ensure new development compliments the city’s established historic character.

ENVIRONMENT AND NATURAL RESOURCES

Greensburg’s natural landscape is largely characterized by hilly topography. In some cases, steep slopes form natural boundaries between different sections of the city (i.e. Hilltop neighborhood east of downtown). The benefit of sloped hillsides is they tend to be wooded, allowing for more greenery, while also providing a natural buffer between residential homes and other non-residential uses. The trade-off is they often break the street grid and form barriers for pedestrian connectivity.

Waterways and bodies of water are limited within the city, with the most notable water feature being Jacks Run, a small 3rd order stream flowing south to Youngwood, where it joins Sewickley Creek. Jacks Run and other small creeks within the city are often channelized or covered underground. Development and roadway connections often directed away from the creeks, making them largely inaccessible for the public.

GREENSBURG’S REGIONAL INFLUENCE

Greensburg is THE central hub for employment, specialized services, and cultural assets within Westmoreland County. In fact, four of the top ten Westmoreland County employers have a strong presence in the city of Greensburg, including State and County government, Westmoreland Regional Hospital, and Excelsa Health Physicians and Practices. (2021 Census of Employment and Wages, Center for

Workforce Information & Analysis). As a result of such a great influx of workers, especially into the downtown area, the population of the city essentially doubles over the course of a workday.

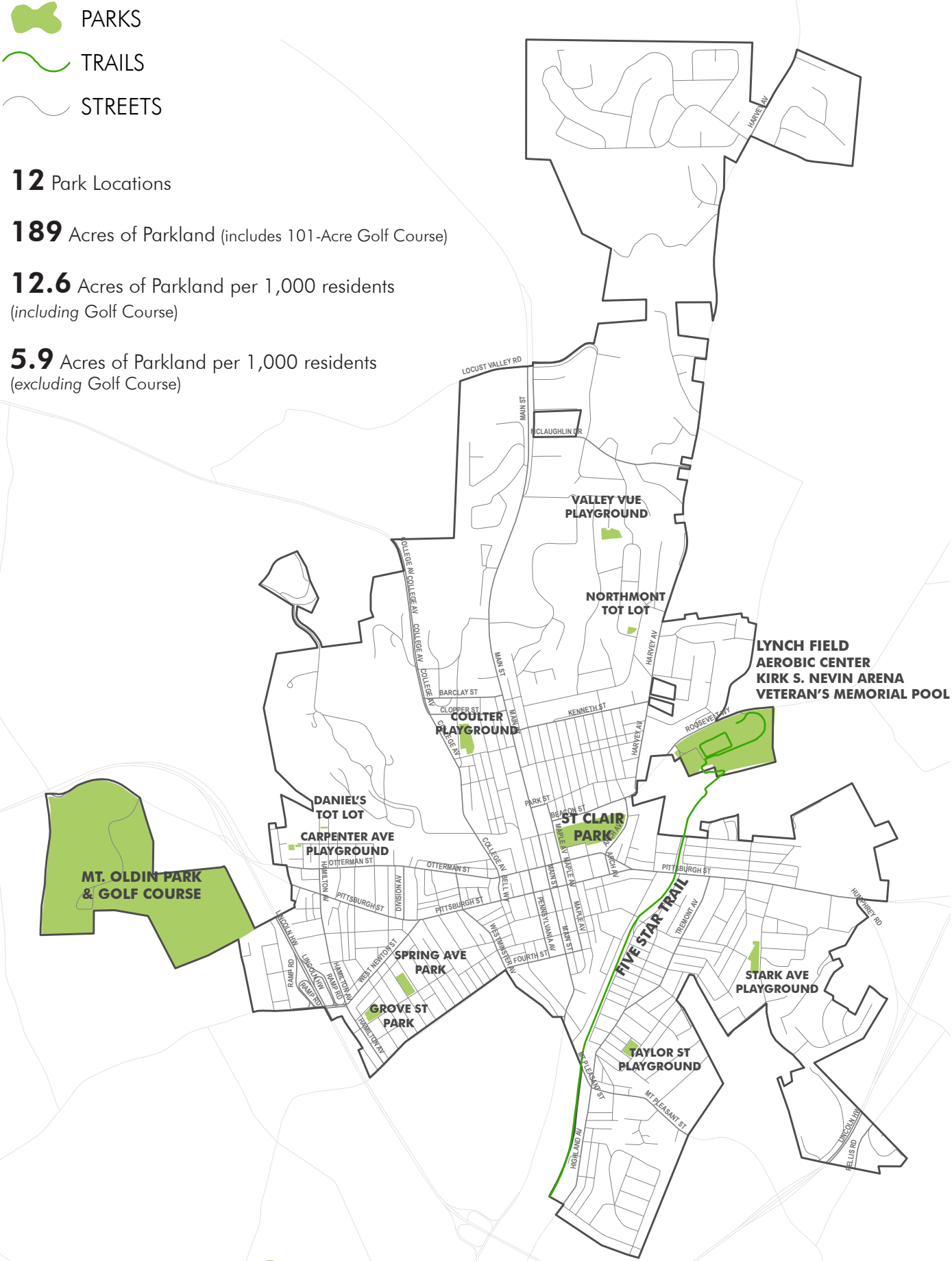
Over the past decade, education and health related industries remain the largest source of employment for Greensburg residents, undoubtedly due to the presence of universities and healthcare facilities within the area (i.e. Seton Hill University & University of Pittsburgh at Greensburg and Excelsa Health/Westmoreland Hospital). This observation is consistent with Westmoreland County data, which reveals the greatest increase in the Education & Healthcare industry sectors between 2001 and 2016, followed by Transportation & Warehousing (2nd) and Accommodation and Food Service (3rd). On the other hand, this same data indicated that Manufacturing and Retail trade declined the most compared to other industries.

GREENSBURG’S DOWNTOWN CORE

One of the project Steering Committee’s top goals was to “Promote investment by people and businesses in the core business district,” and in turn spark further revitalization of the downtown area. To understand the current state of downtown Greensburg, the economic and social trends of past decades must be considered. Not unlike most other peer cities, Greensburg’s downtown business district was greatly impacted by the rise of car-oriented suburban shopping centers. In the case of Greensburg, the central hub of retail, dining, and many other commercial services has shifted to portions of Hempfield Township, beginning with the Greengate and Westmoreland Malls in the 1960s and 1970s and continuing with other “big box” developments throughout the 2000s. While such commercial centers offer the convenience of ample free parking and highway access, they lack the historic, architectural, and human-scale character inherent to downtown Greensburg.

-  PARKS
-  TRAILS
-  STREETS

- 12** Park Locations
- 189** Acres of Parkland (includes 101-Acre Golf Course)
- 12.6** Acres of Parkland per 1,000 residents (including Golf Course)
- 5.9** Acres of Parkland per 1,000 residents (excluding Golf Course)



MAPPING: Parks

MOBILITY AND INFRASTRUCTURE

Many factors influence individuals' transportation decisions. These factors include the physical constraints of their surroundings, how far they need to travel, and their access to reliable transportation. People walking, biking, or using public transportation are the most vulnerable users of any transportation network. In most communities throughout the region, a majority of residents commute to work by driving alone.

The City of Greensburg is as an urbanized community that lies within the more suburban area of Westmoreland County. The city has a significant population that walks, bikes or can access transit routes, although with the county courthouse located in Greensburg, there are still significant vehicle commuters into the city. Trips are most likely single occupant drivers that contribute to many issues, such as parking and congestion during weekday courthouse hours. These conditions can be a result of more "vehicle-first" planning efforts rather than considering more active transportation efforts.

There are several primary transportation corridors running throughout Greensburg, including the east-west roads of Otterman and Pittsburgh Streets (one-way pairs), and the north-south roads of Main Street and College Avenue. Central Greensburg, also the location of Westmoreland County Courthouse, is at the confluence of these roads, also designated state routes PA 66, PA 130, PA 819, and US 119. Rail lines that carry Amtrak and Norfolk Southern (NS) trains through Westmoreland County lie just north of Otterman Street and divide the city in half. Also, US Route 30 bypasses Greensburg to the south.

Greensburg is served by several Westmoreland County Transit Authority bus routes. From the North there are Routes 12, 12B and 12C. From the South there are Routes 8, 8S and 16. From the West there are routes 1F, 4, 4S, 5, 5A, 5S, FAS, 6, 6B, and 6C. From the East there are routes 9, 9B, and 9S. Amenities at the bus stops in Greensburg are typically sparse and are seldom more than a bus stop sign. However, it should be noted that there are Park & Ride locations at Five Star Trail on Highland Avenue, and Westmoreland Crossroads Plaza on Main Street.

TRAVEL TIME

- Key Observations:
- As of 2019, Greensburg residents experience shorter commutes on average than residents throughout the County.
 - Greensburg's commute time has decreased, while the County's commute time has increased.
 - These trends may be the result of a variety of influences. The compact development pattern of Greensburg and it's high concentration of employers provides for shorter commutes times within the City.

Community	Mean Travel Time to Work		
	2010	2019	% Change 2010-2019
Greensburg	22.6	20.7	-8.4%
South Greensburg			N/A
Southwest Greensburg			N/A
Hempfield Township	23.3		N/A
Westmoreland County	25.6	28.0	9.4%

COMMUTING MODE

- Key Observations:
- As of 2019, Greensburg has a higher proportion of commuters who walk, use public transit, or use other means to commute than that of the County or surrounding municipalities.
 - Between 2010 and 2019, Greensburg experienced minimal change among the proportion of commuter modes, with public transit representing the largest increase.
 - Note: The recent rise in work-from-home resulting from the 2020-2022 pandemic will likely have a significant impact on commuting behaviors moving forward.

Community	Year 2019 Commuting Patterns												
	Total workers (16 years and over)	Drove alone (car, truck, van)	% Drove alone (car, truck, van)	Carpooled (car, truck, van)	% Carpooled (car, truck, van)	Public transit (excluding taxi)	% Public transit (excluding taxi)	Walked	% Walked	Other means	% Other means	Worked at home	% Worked at home
Greensburg	6,642	5,347	80.5%	485	7.3%	159	2.4%	405	6.1%	73	1.1%	173	2.6%
South Greensburg	1,054	897	85.1%	95	9.0%	6	0.6%	37	3.5%	5	0.5%	14	1.3%
Southwest Greensburg	1,202	1,010	84.0%	135	11.2%	7	0.6%	22	1.8%	0	0.0%	28	2.3%
Hempfield Township	19,318	16,536	85.6%	1,487	7.7%	135	0.7%	270	1.4%	77	0.4%	792	4.1%
Westmoreland County	169,105	141,372	83.6%	12,852	7.6%	2,198	1.3%	3,720	2.2%	1,184	0.7%	7,610	4.5%
Community	Year 2010 Commuting Patterns												
	Total workers (16 years and over)	Drove alone (car, truck, van)	% Drove alone (car, truck, van)	Carpooled (car, truck, van)	% Carpooled (car, truck, van)	Public transit (excluding taxi)	% Public transit (excluding taxi)	Walked	% Walked	Other means	% Other means	Worked at home	% Worked at home
Greensburg	7,169	5,685	79.3%	495	6.9%	36	0.5%	645	9.0%	36	0.5%	265	3.7%
South Greensburg	1,109	901	81.2%	156	14.1%	6	0.5%	26	2.3%	0	0.0%	21	1.9%
Southwest Greensburg	1,154	929	80.5%	108	9.4%	12	1.0%	78	6.8%	5	0.4%	21	1.8%
Hempfield Township	19,707	17,401	88.3%	1,242	6.3%	138	0.7%	276	1.4%	59	0.3%	591	3.0%
Westmoreland County	167,349	141,912	84.8%	13,555	8.1%	1,673	1.0%	3,849	2.3%	837	0.5%	5,355	3.2%

MOBILITY INVENTORY

As shown, there are 57.4 miles of public streets in Greensburg, with 12 transit routes (10 stops), and 1.7 miles of bike/pedestrian trails with three trailhead parking areas. The state-owned roadways are all classified as Principal or Major Arterials, and volumes on these roadways are as high as 17,000 vehicles a day. Several city streets function as Major and Minor Collectors and the remaining function as local roads.

OFF-STREET LOTS & STRUCTURES
KEY FINDINGS:

Off-street parking areas generally operate at half capacity.
In fact, of the total spaces inventoried, roughly half (51 %) are occupied on an average weekday at peak hour (10 AM).

Few off-street parking lots are highly utilized while many others experience minimal use.
Just 5 of the 24 off-street parking areas exhibit an occupancy rate greater than 75 percent full at peak hour.

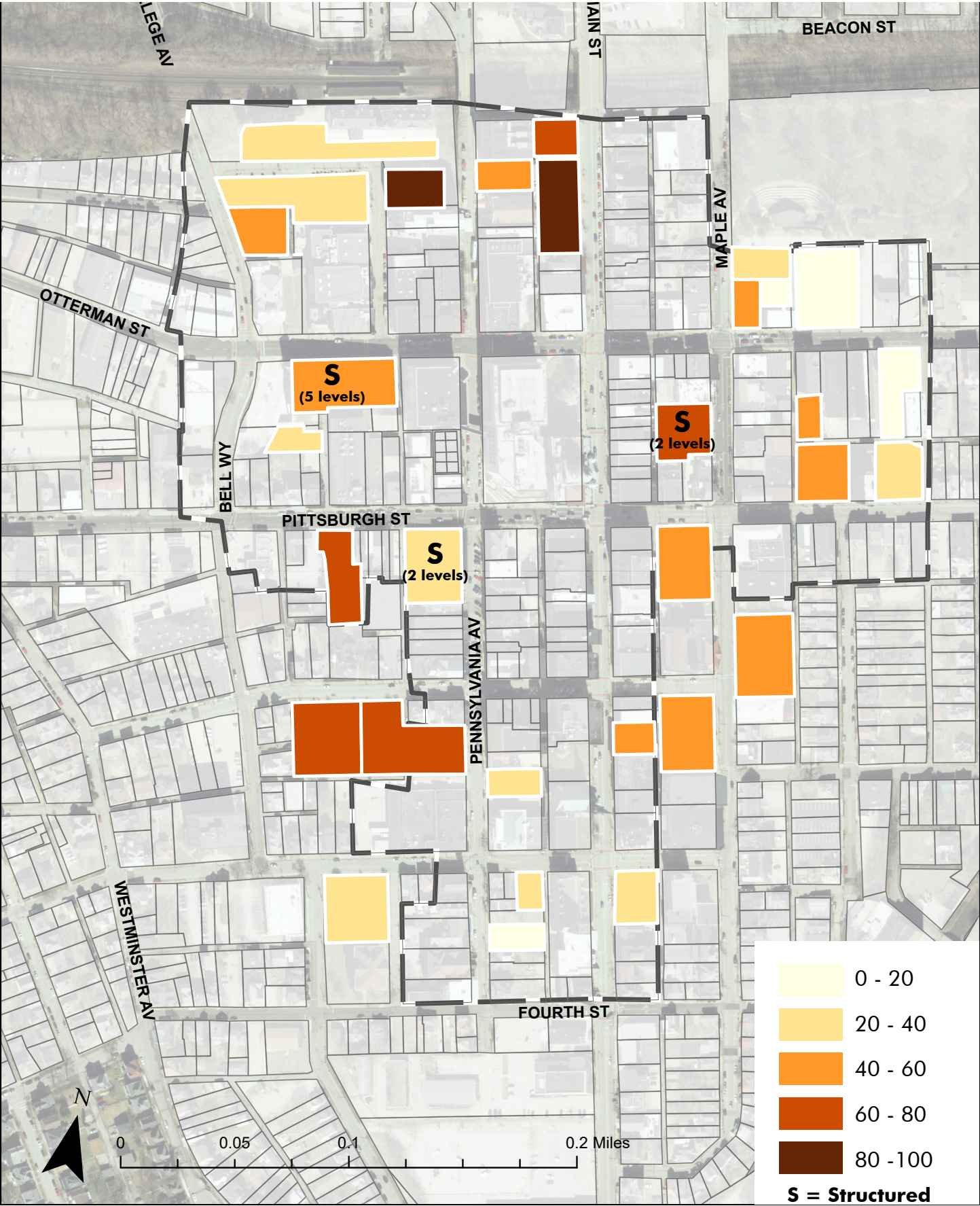
Off-street parking occupancy drops by half during the early evening hours.
Of the total spaces inventoried, only (25 %) are occupied on an average weekday early evening (6 PM). In fact, 12 of the 24 off-street parking areas exhibited an occupancy rate less than 10 percent during early evening hours.

Public parking is utilized more than private parking areas.
Publicly owned/operated parking has a peak occupancy rate of 63 percent, compared to only 46 percent for privately owned/operated parking.

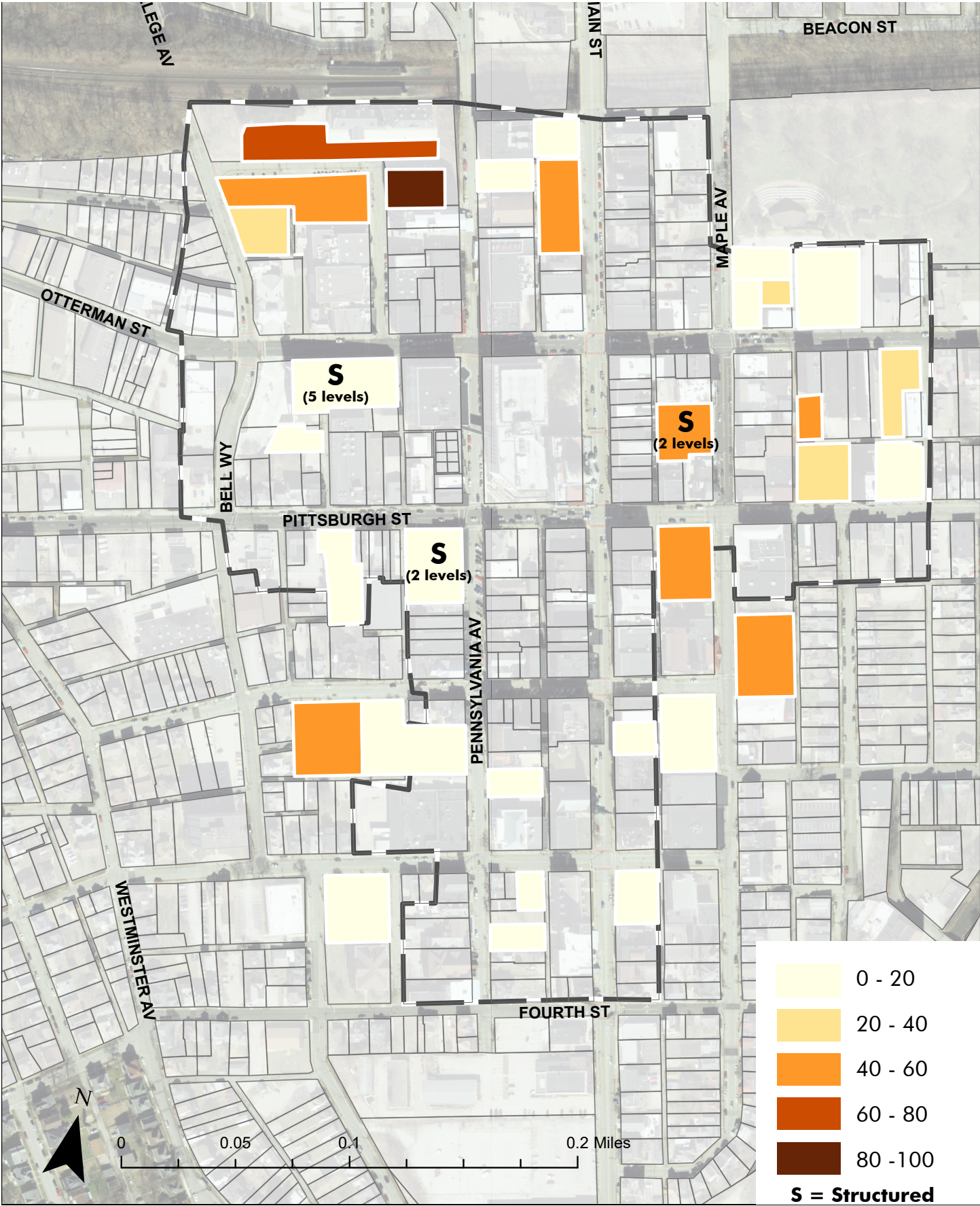
Large parking areas tend to exhibit slightly higher occupancy than smaller parking areas.
Large parking areas (i.e. greater than 35 spaces) experience an average peak occupancy rate of 54 percent, compared to 48 percent for smaller parking areas (i.e. less than 35 spaces).



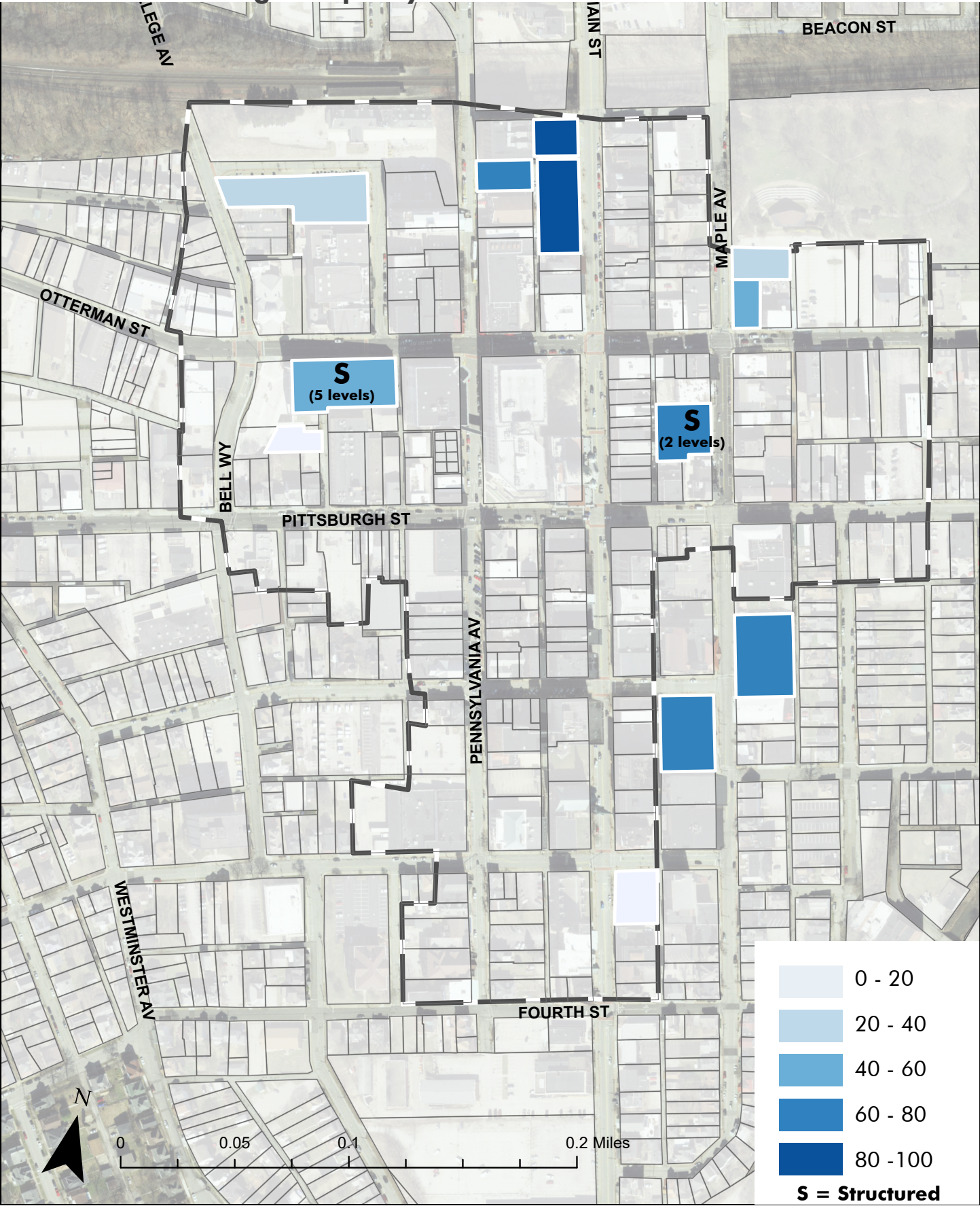
% Off-Street Parking Occupancy - 2 PM



% Off-Street Parking Occupancy - 6 PM



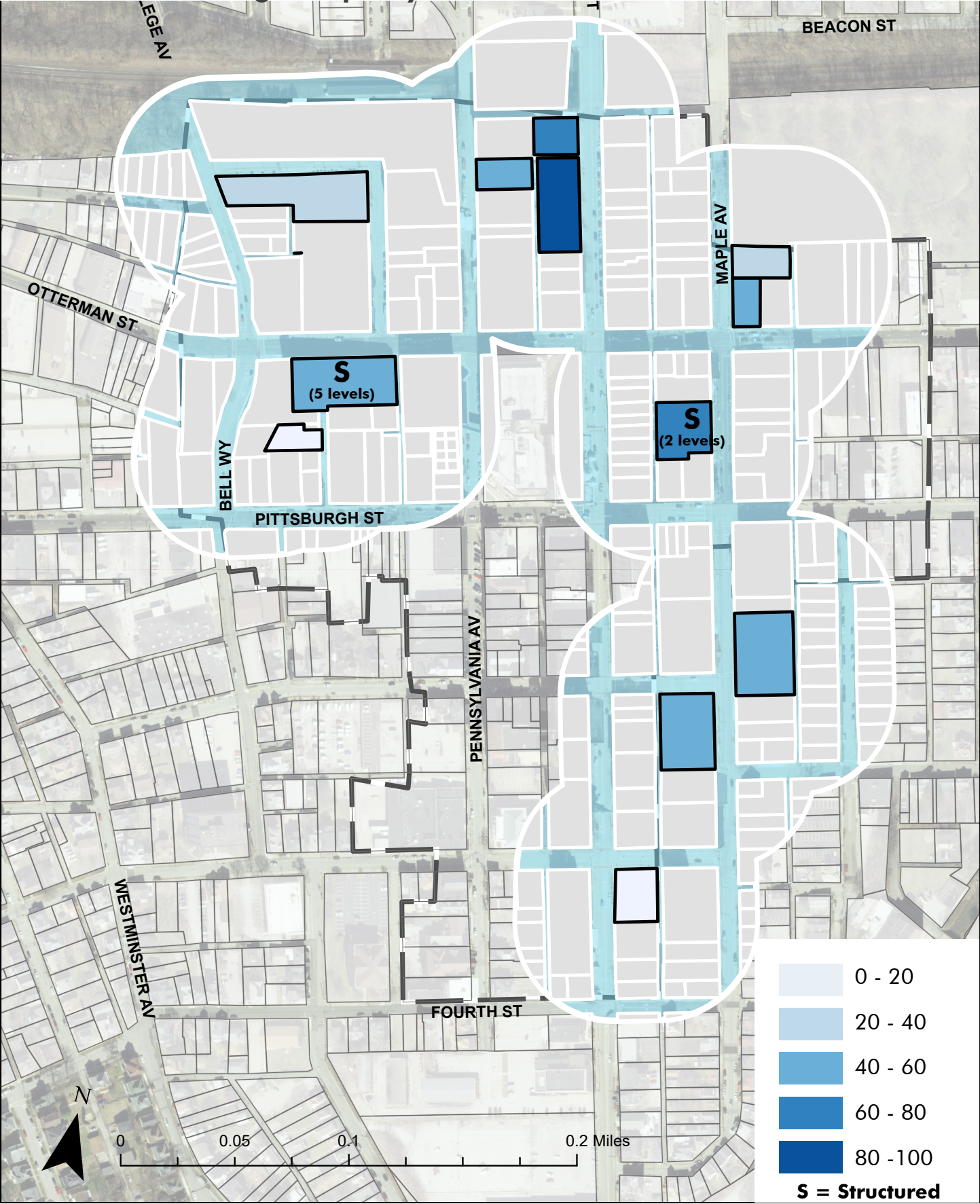
Publicly owned/operated
% Off-Street Parking Occupancy - 2 PM



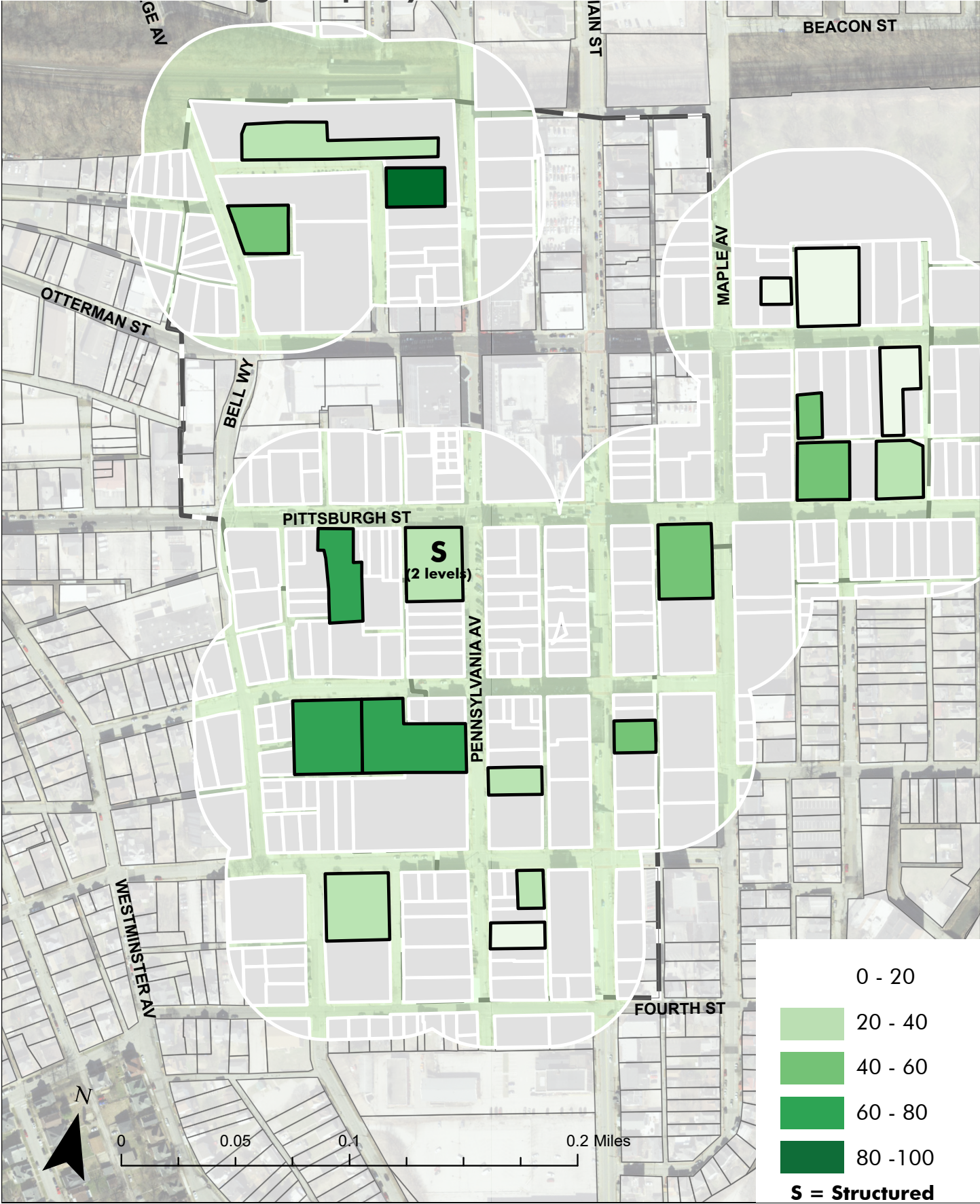
Privately owned/operated
% Off-Street Parking Occupancy - 2 PM



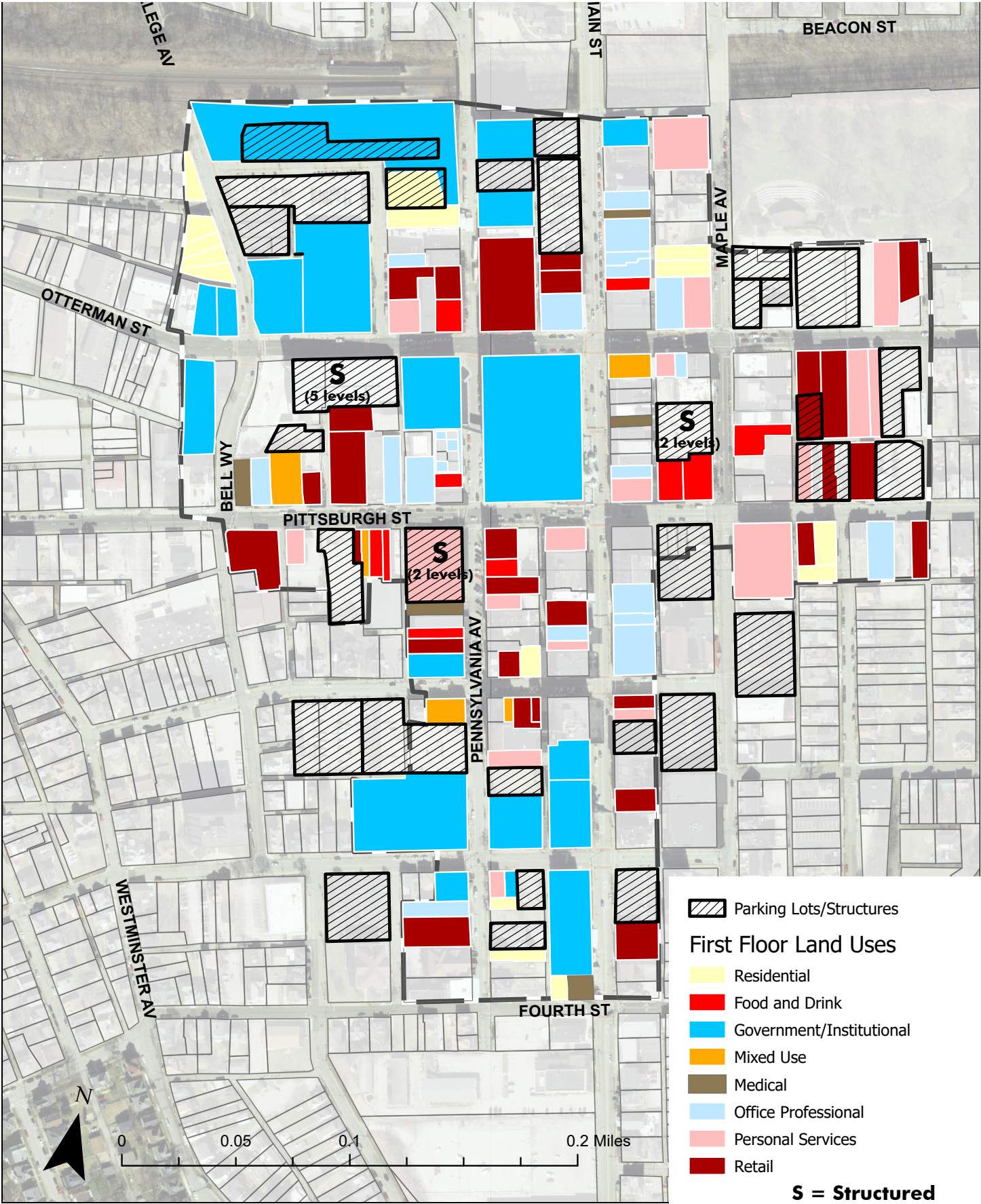
100 yard Walking Buffer from Publicly owned/operated parking
% Off-Street Parking Occupancy - 2 PM



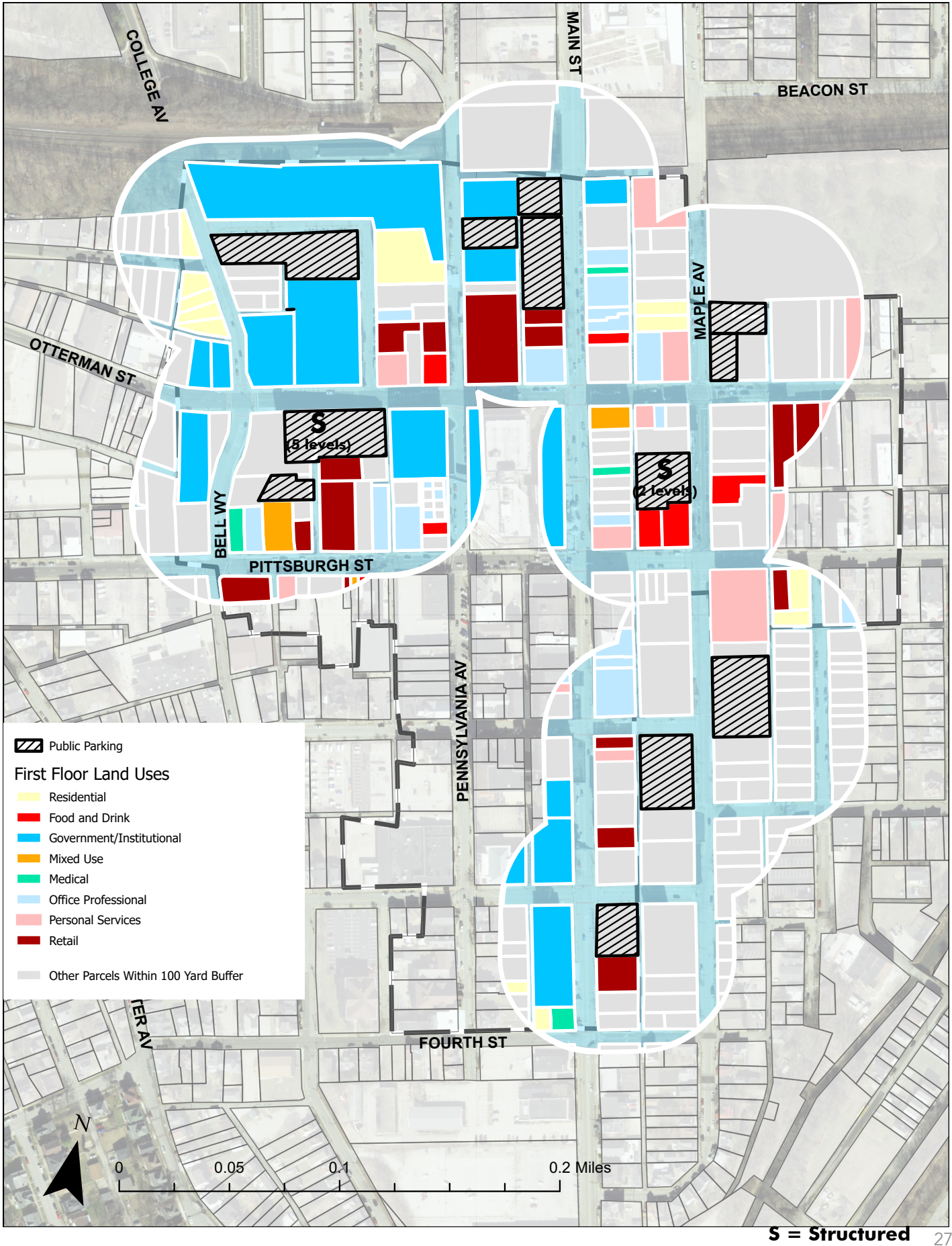
100 yard Walking Buffer from Privately owned/operated parking
% Off-Street Parking Occupancy - 2 PM



1st Floor Land Use of Occupied Parcels



1st Floor Land Uses Within 100 Yards from a Public Lot/Structure



On-Street Parking Occupancy

Key Findings:

- **On-street parking generally operates at less than half capacity.** In fact, of the total spaces inventoried, 43 percent are occupied on an average weekday at peak hour (10 AM).
- **On-street parking occupancy remains relatively consistent from daytime to early evening hours.** Average occupancy at 6 PM was observed to be 36 percent, with none of the observed parking areas less than 20 percent occupied.

PENNSYLVANIA AVE

AVERAGE PARKING COUNTS
(out of 99 total spaces)
10 AM: 45
2 PM: 43
6 PM: 36

MAIN ST

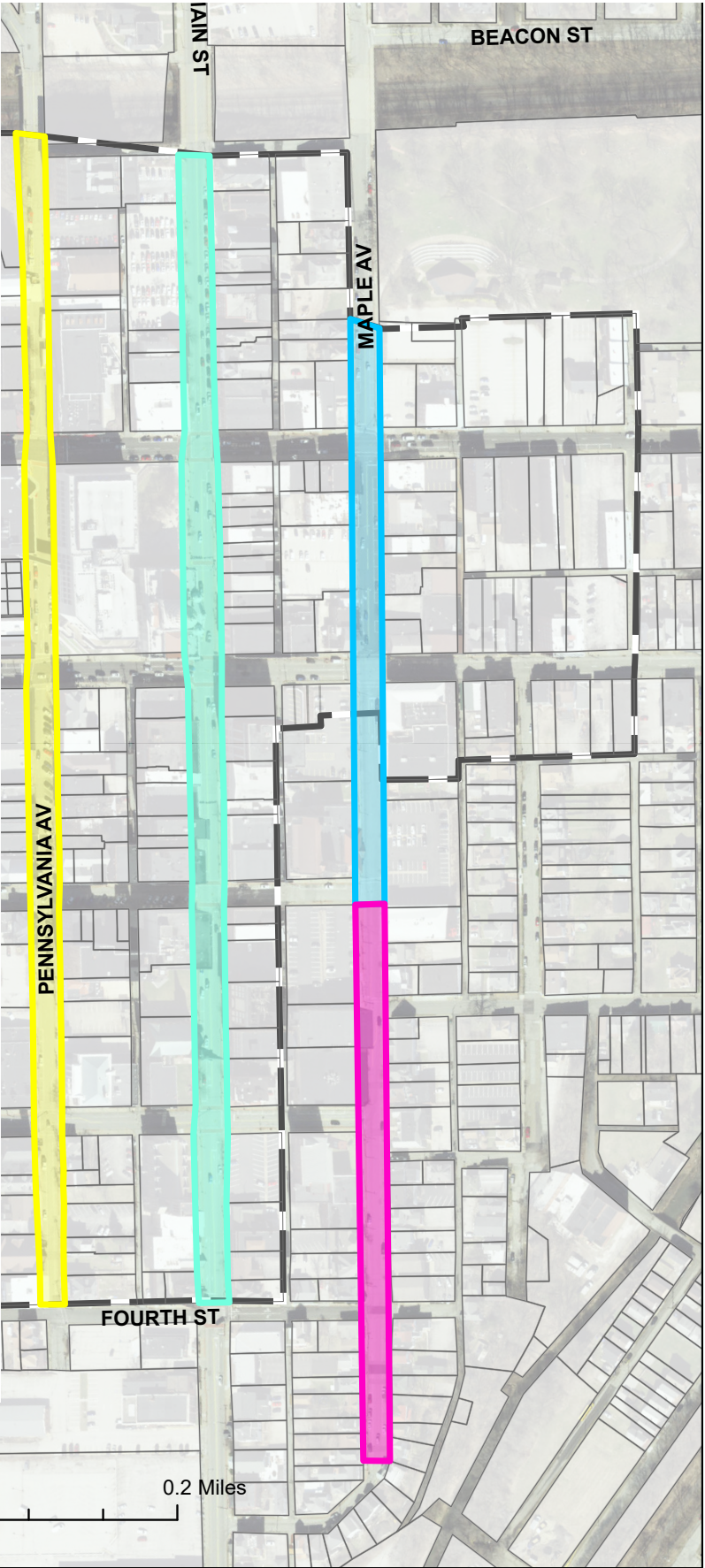
AVERAGE PARKING COUNTS
(out of 36 total spaces)
10 AM: 16
2 PM: 19
6 PM: 15

MAPLE ST NORTH

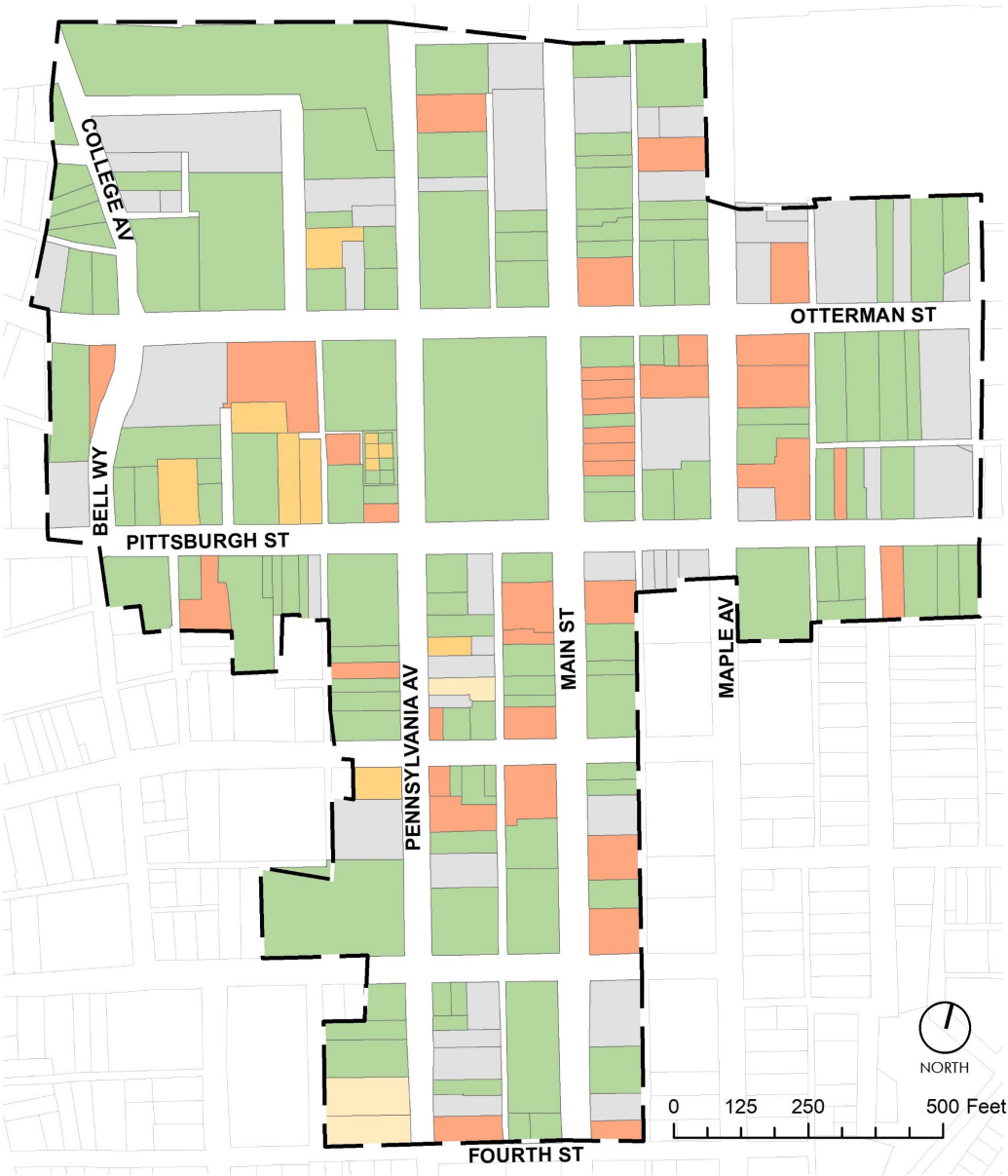
AVERAGE PARKING COUNTS
(out of 45 total spaces)
10 AM: 25
2 PM: 22
6 PM: 18

MAPLE ST SOUTH

AVERAGE PARKING COUNTS
(out of 36 total spaces)
10 AM: 9
2 PM: 7
6 PM: 9

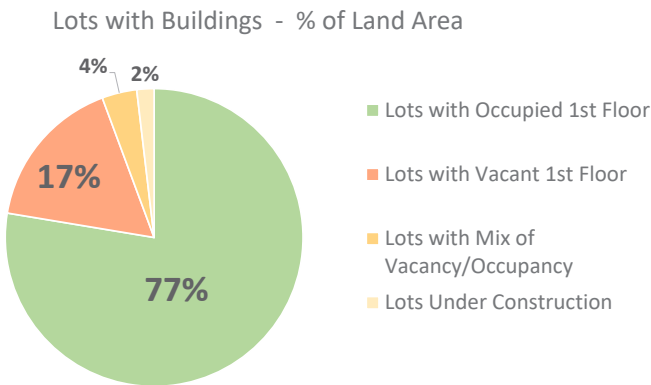


MAPPING: Downtown 1st Floor Occupancy



Initial Findings at Lot/Parcel Level

- Occupied 1st Floor
- Vacant 1st Floor
- Mix of Occupied/Vacant 1st Floor
- Under Construction 1st Floor
- No Building



- Total Lots within Study Area: 220
- Average Lot Size: 7,500 sf
- Lot Size Range: <1,000 to 85,000 sf

FURTHER CONTEXT FOR RECOMMENDED ACTIONS

Action (2) Establish a sidewalk maintenance program in which the city assists property owners with a portion of labor and/or material costs associated with sidewalk repairs.

A sidewalk is a walkway parallel to the road that is intended for use by pedestrians, often with numerous access points to adjacent land uses. The walkway is typically physically separated from the roadway with a curb and/or verge. The verge may contain grass, vegetation, pavers, and sometimes street trees. The surface materials are commonly concrete, brick, or pavers. Sidewalks must have a width of five feet or greater to be in compliance with ADA standards. As discussed, stakeholders have indicated that sidewalks in the region are often in poor condition or not present in areas where they should be, making safe pedestrian access to some key destinations difficult or impossible. There are several strategies that local governments can adopt to improve existing sidewalks or to fill sidewalk gaps.

Sidewalk Maintenance and Repair
In residential areas, the maintenance and repair of an existing sidewalk segment is generally the responsibility of the owner of the adjacent property. However, local governments can implement policies to encourage sidewalk maintenance and repair and to make it easier for residents to comply with relevant ordinances.

Cost Sharing Programs
As an example, some municipalities periodically institute what is called the “50/50 Sidewalk Replacement Program”. Property owners with sidewalks that are horizontally or vertically displaced can apply to the city to split the costs for repairs. From these applications the city then creates a prioritized inventory and publicly bids the project as a package to obtain the best price. The homeowner and the city enter into a cooperative agreement wherein the city contributes half of the cost of the repairs. Similarly, some cities employ a Sidewalk Replacement Program that provides loans and

grants to property owners to make sidewalk repairs. Low-income homeowners are eligible for grants through the City’s Community Development Block Grant (CDBG) program. The city provides a list of approved vendors to make the repairs.

Inspections and Enforcement
Many municipalities perform sidewalk inspections according to a specified schedule. Cities inspect sidewalks in residential areas on a four-year cycle while downtown (central business district) sidewalks are inspected every other year. Where there is an issue, the City will issue a Sidewalk Repair Notice, giving property owners approximately four months to make the needed repairs. Property owners may choose to pay for the city’s Public Works Department or use their own contractor following the city’s specifications.

Installation of New Sidewalks
For the installation of new sidewalks, local governments can employ several strategies to provide safe pedestrian access where it’s needed. Some of these approaches depend on the municipality to make the improvements through capital improvement programs or obtaining grant funding, while others seek to leverage the land development process to have pedestrian facilities built by the developer.

Capital Improvement Plans
Capital improvement plans can help local governments budget for the construction of new sidewalks. They identify short- and long-term priorities to help municipalities prioritize and schedule capital improvements. Capital improvement plans may also identify potential funding or financing options. They typically include a prioritized list of projects, a plan for financing the projects, a timeline for construction of the projects, justification for each of the projects, and an explanation of expenses. Relative to sidewalks, planning efforts should begin with identifying key destinations within the given population center that are priorities for pedestrian access. These might include schools, parks, grocery stores, senior centers, and medical facilities.

Official Maps
Municipalities in Pennsylvania are enabled to adopt an Official Map by Article IV of the Pennsylvania Municipalities Planning Code. An Official Map is a planning tool that shows locations of planned future public facilities, which can include streets and sidewalks. It is used to express the municipality’s interest in acquiring the identified land for future public purposes and informs property owners and developers of municipal plans. The City of Greensburg should consider adopting an Official Map or amending their current Official Map to incorporate active transportation facilities, such as sidewalks and trails. The Official Map Handbook developed by PennDOT, DCNR, DCED, and the Pennsylvania Land Trust Association provides an overview of the elements and processes to develop an Official Map.

Zoning Ordinance and Subdivision and Land Use Ordinance
Municipal and county ordinances can be used to leverage the land development process to have multimodal facilities built as part of new development rather than having to fund them from municipal coffers or seek grant funding. For instance, in a denser core area, a municipality or county should require that sidewalks be built along street frontages for all land developments. In addition, the relevant Subdivision and Land Use Ordinance (SALDO) should set the minimum width of a sidewalk to 5’ to be in compliance with ADA standards. Sidewalk requirements can also be tied to the sale of property, not just its development. For instance, Wernersville Borough requires the purchaser of any property in the Borough to comply with the Borough’s ordinances regarding installation, replacement, and/or repair of curbs and sidewalks along their property within 120 days after the transfer of ownership.

Action (3) Adopt a Complete Streets policy so planning for street-related projects shall consider all travel modes (including active mobility and transit).

Complete streets are streets that are designed, operated, and maintained to provide safe access for all users. Complete streets policies are documents that identify procedural approaches to designing and maintaining roadways that serve the needs of all users, regardless of age, ability, or mode of transportation. Effective complete streets policies identify the parties responsible for ensuring that complete streets principles are considered in the design process for all transportation projects within a municipal jurisdiction.

The National Complete Streets Coalition identifies ten elements that should be included in every complete streets policy. They include:

- 1. Vision and intent:** Includes an equitable vision for how and why the community wants to complete its streets. Specifies need to create complete, connected, network and specifies at least four modes, two of which must be biking or walking.
- 2. Diverse users:** Benefits all users equitably, particularly vulnerable users and the most underinvested and underserved communities.
- 3. Commitment in all projects and phases:** Applies to new, retrofit/reconstruction, maintenance, and ongoing projects.
- 4. Clear, accountable exceptions:** Makes any exceptions specific and sets a clear procedure that requires high-level approval and public notice prior to exceptions being granted.
- 5. Jurisdiction:** Requires interagency coordination between government departments and partner agencies on Complete Streets.
- 6. Design:** Directs the use of the latest and best design criteria and guidelines and sets a time frame for their implementation.
- 7. Land use and context sensitivity:** Considers the surrounding community’s current and expected land use and transportation needs.

- 8. Performance measures:** Establishes performance standards that are specific, equitable, and available to the public.
- 9. Project selection criteria:** Provides specific criteria to encourage funding prioritization for Complete Streets implementation.
- 10.Implementation steps:** Includes specific next steps for implementation of the policy.

A complete streets policy would recognize the City’s commitment to improving the transportation network for all users. This would be a low cost, early implementation item from the Active Transportation Plan. The adoption of a Complete Streets Policy has the benefit of focusing the planning of roadways and access on all users, as well as require agency cooperation with projects that are within the city and designed and constructed by others, for example PennDOT roadways.

COMMUNITY ENGAGEMENT

STEERING COMMITTEE

A Steering Committee for Shape Greensburg was formed, assembling a group of over 40 key community stakeholder members tasked with guiding the overall comprehensive plan process. Members of the committee represent a variety of professional backgrounds and major cultural, civic, business, and institutional organizations.

The Steering Committee worked from the onset of the project to craft a set of goals or items of importance for the plan to address. As work on the plan progressed, the committee met formally eight (8) times to discuss specific planning topics and offered their guidance on how the plan should be constructed. The committee also played a role in preparing for public workshop events and reviewing the draft report.

NEIGHBORHOOD WORKSHOPS

Hundreds of community members participated in a series of Neighborhood Workshops held at local spots throughout the City. The intent of these workshops was to gather input from local residents and businesses about what they value most in their neighborhoods and what can be done to enhance them.

Round #1 of Neighborhood Workshops

Main Topic: What Makes Our Neighborhoods Great and Where Are We Struggling?

Round #2 of Neighborhood Workshops

Main Topic: What Will Make Our Neighborhoods Better?

Round #3 of Neighborhood Workshops

Main Topic: What Can We Do Now?

ROUNDTABLE DISCUSSIONS

Roughly 76 individuals participated in nine (9) roundtables, each welcoming a particular group of community stakeholders, including downtown businesses, students (both college and high school aged), and community-based organizations in the city. The many unique perspectives offered by participants help to enrich the context in which the Shape Greensburg plan is grounded. These roundtables ensure that knowledge of the plan is spread throughout various community networks in hopes that participants and community organizations will assist with the ongoing implementation of Shape Greensburg.

Student Roundtables
(Greensburg-Salem High School)

A dozen high school students from Greensburg-Salem High School participated in a field trip to City Hall in late March. Students were able to tour the new Public Works building, the Police Department, and the Planning and Development offices. The students learned about the functions of local government and its departments firsthand. Students also shared

their opinion regarding the future of Greensburg and how positive transformation can occur within the city.

Student Roundtables (Seton Hill University)
Thirty-three (33) college students from three (3) classes participated in roundtable discussions held on campus in mid-March. Participants shared what they like most about Greensburg, such as the arts, music, and night life of downtown, and what challenges exist, such as lack of diversity, variety of dining options, and activities tailored to young people. Specifically related to their future housing preferences, the majority envision themselves living in a city, rather than a suburb or country, siting the proximity to work and businesses. In contrast, the majority of High School students from the Greensburg-Salem Roundtable preferred living in a suburb over a city.

Community-Based Organizations Roundtable
Nine (9) representatives from community-based organizations participated in a roundtable discussion in early June. Participating organizations covered a diverse range of specialties, including social services, arts & culture, community development, workforce development, health and wellness, etc. Such organizations are essential partners for the City of Greensburg’s municipal government in supporting the implementation of this plan.

- Big Brothers Big Sisters of the Laurel Region
- Greensburg Community Development Corporation (Think Greensburg)
- Greensburg Hempfield Area Library
- Penn State Extension
- Smart Growth Partnership of Westmoreland County
- Westmoreland Community Action
- Westmoreland Cultural Trust
- YMCA

Participants shared their thoughts on the perception of Greensburg, what is working well and what needs more work in the city. The theme of “potential” emerged due to the city’s

concentration of unique assets (i.e. 3 colleges, historic downtown buildings, the Palace Theater and the art museum, social service resources, etc.). Participants also noted good collaboration among local non-profits and businesses and support from the City’s economic development office. Collaboration is made easier by many organizations having their offices directly within downtown Greensburg.

For community-based organizations to be more impactful, participants noted a need for new/affordable office space, support with grants/fundraising, greater outreach and collaboration with the student population, and shared marketing. This highlights a common theme discovered throughout public outreach, all available resources and organizations are not easily recognized, meaning that the public may be missing out on all that the community has to offer. The actions of this plan seek to encourage enhanced communication and partnerships among the city’s numerous community-based organizations.

Downtown Business Roundtable
About twenty (20) individuals associated with the downtown business district gathered on a weeknight in early March to discuss the existing attributes of downtown as well as areas for improvements. Participants shared about factors, such as walkability, positive relationships with community members, the diverse and growing cultural entertainment and food scene, and convenient access to general services, for reasons they like conducting business in downtown Greensburg. A deterrent to conducting business within downtown included parking issues, specifically the large amount of leased and employee parking limiting the available supply of parking for customers. Other concerns included the need for better coordination between city administration and businesses, maintenance of city investments, and presence of unsafe sidewalks and blighted buildings.

What works well in Greensburg?

Summary Responses from Round #1 Workshop

Topics

Culture and Green Space	Housing	Streets and Mobility
Character	Business	Communication

How this Word Cloud works:

Larger Text = More Popular Responses



What needs more work in Greensburg?

Summary Responses from Round #1 Workshop

Topics

Culture and Green Space	Housing	Streets and Mobility
Character	Business	Communication

How this Word Cloud works:

Larger Text = More Popular Responses



What should Greensburg focus on to better our neighborhoods?

Summary Responses from Round #2 Public Workshops

Active Mobility

- 1. Planning for walking/biking **37%**
- 2. Sidewalk maintenance program **23%**
- 3. Complete streets policies **20%**
- 4. Safer streets with Vision Zero **17%**
- 5. Development standards **3%**



Property Maintenance (Blight)

- 1. Property Owner Assistance **42%**
- 2. Regulation/Enforcement **29%**
- 3. Beautification **29%**

Downtown Business Revitalization

- 1. Expand capability of Think Greensburg (GCDC) **33%**
- 2. Activate public spaces **29%**
- 3. Join the Main Street program **27%**
- 4. Business owner-led specialized tax district **12%**



Communications

- 1. City-Resident Communications framework **46%**
- 2. Brand/Promote city character **22%**
- 3. Expand staff capacity **13%**
- 4. Active, engaging social media **11%**
- 5. Data/Performance Metrics **4%**
- 6. More online services **4%**

Planning for Neighborhood Businesses

- 1. Mixed-use **34%**
- 2. Design Standards **30%**
- 3. Better parking and vehicle access **24%**
- 4. Enhanced landscape buffers **12%**



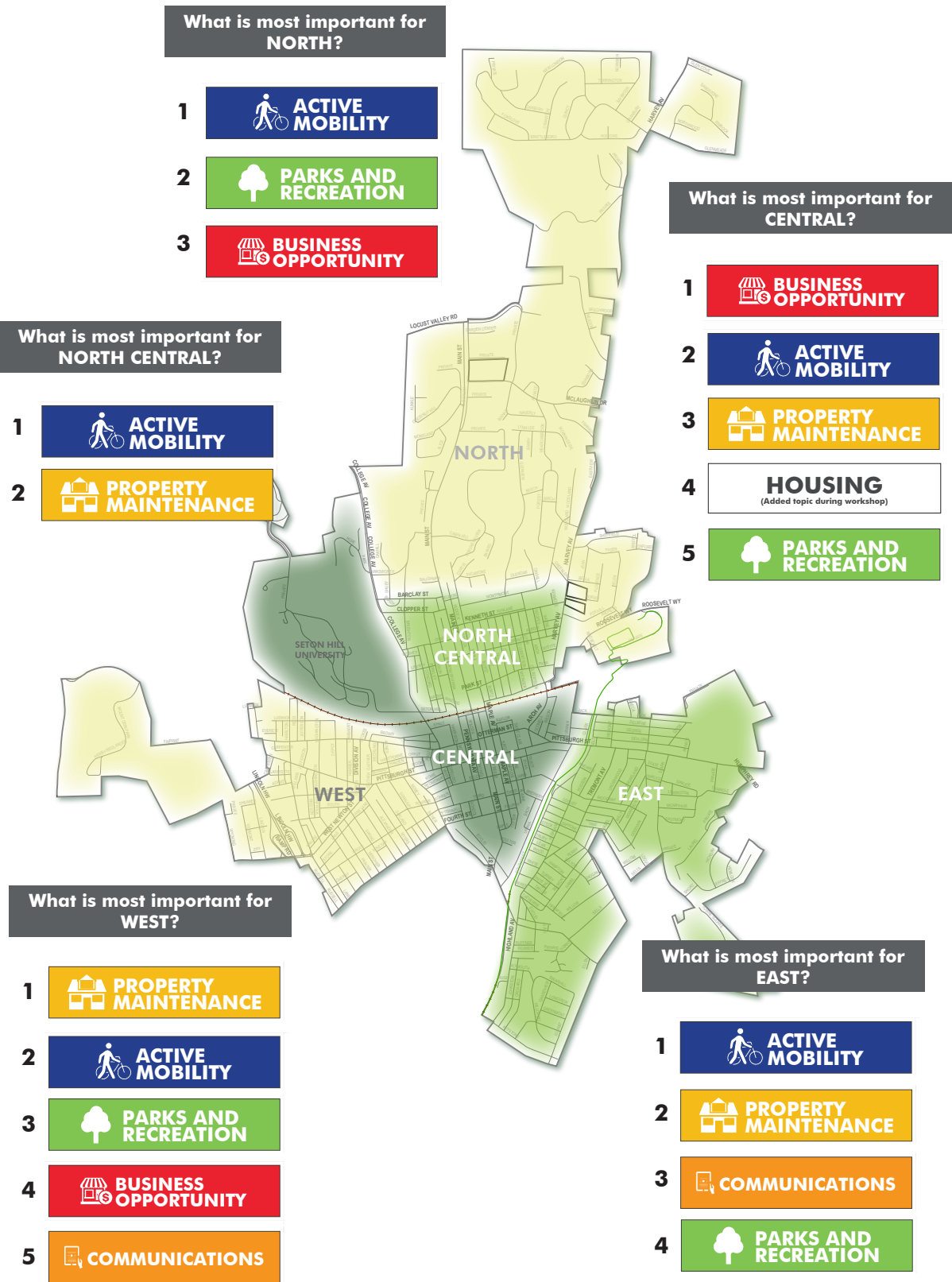
Parks and Recreation


- 1. Renovate existing facilities **42%**
- 2. Develop walk/bike connections **31%**
- 3. Expand programs and events **15%**
- 4. Restore/enhance natural areas **12%**

Total Public Responses = 334

WHAT CAN WE DO NOW?

Summary of what participants shared at the Round #3 Public Workshop:




 **ACTIVE MOBILITY**

What’s the overall goal?
Pursue active mobility projects to encourage safety and convenience for walking/bicycling.


What is possible over time?

- Install crosswalks at key crossing points
- Reduce speed limits for major roads entering the City
- “Road diets” can calm traffic by narrowing lanes
- Extend the curb at key intersections for shorter crossings
- Expand sidewalks to streets without sidewalks

How to get started with just ±\$500?
Painted crosswalk with flexible bollards to help slow traffic.



n Avenue at Frankstown Avenue (Larimer)


 **PROPERTY MAINTENANCE**

What’s the overall goal? Mitigate blight by adapting code enforcement to be more efficient and supportive of property owners, while also encouraging community beautification efforts.

What is possible over time?

- Mobilize a network of local businesses (e.g. landscapers, contractors), banks, and service organizations (e.g. Habitat for Humanity) to assist with property maintenance and renovation/rehab projects.
- “Block sweeps” – code officers walk the streets to educate property owners about property maintenance laws before issues arise
- Establish a Quality-of-Life ordinance to make code enforcement ticket-based rather than court-based for more convenient and efficient enforcement

How to get started with just ±\$500? Block by block clean-up days with supplies and dumpsters provided by the City.



 **PARKS AND RECREATION**

What’s the overall goal? Renovate existing parks & recreation facilities to sustain longevity of park assets.

What is possible over time?

- More trail system connections between parks throughout the City
- ADA accessibility in all of the community parks
- Other Capital improvements

How to get started with just ±\$500? Welcome signage to better identify parks.



 **BUSINESS OPPORTUNITY**

PLANNING FOR NEIGHBORHOOD BUSINESS
What’s the overall goal? Support small business entrepreneurship at a small-scale neighborhood level.

What is possible over time?

- Revise zoning code to allow for a mix of small businesses and housing together in select locations (e.g. live-work)
- Craft design standards to ensure businesses/offices fit within the neighborhood’s scale and character

How to get started with just ±\$500? Pop-up market with fun activities for the community to gather around.



DOWNTOWN BUSINESS REVITALIZATION
What’s the overall goal? Encourage the revitalization of the downtown business district through partnerships with key stakeholder organizations and activation of public spaces.

What is possible over time?

- Inventory of all vacant downtown buildings (condition of internal building systems, suitability for certain uses, etc.) to inform potential redevelopment opportunities
- Market study to reveal potential regional/local demand for various business types
- Support community groups in an expanded redevelopment role for key downtown properties

How to get started with just ±\$500? Build off the energy of the Night Market by providing more entertainment and activities for all ages during the event.

 **COMMUNICATIONS**

What’s the overall goal? Enhance the communications experience between residents and City officials through multiple integrated channels: social media, website, mail, phone, in-person, etc.

What is possible over time?

- Designate community ambassadors to be a spokesperson/liaison for local neighborhoods
- Move more City services Online for greater user convenience
- Creating a brand for the City to promote the community’s unique characteristics
- Set-up regular and consistent community outreach and engagement opportunities within the local neighborhoods
- Enhance the City’s social media presence

How to get started with just ±\$500? Community block party in your neighborhood for residents and City officials to meet and learn from each other.

